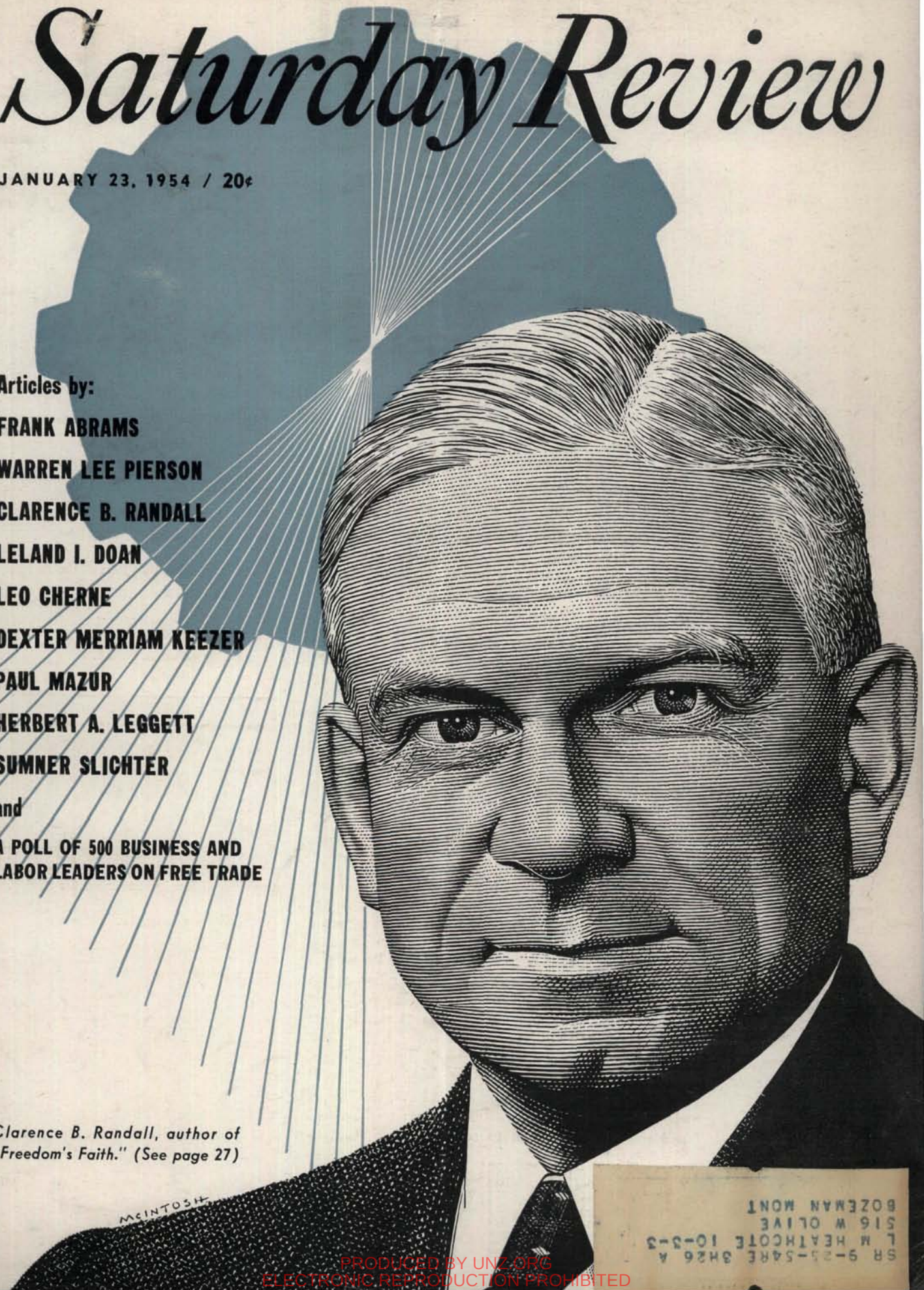
THE AMERICAN BUSINESSMAN AND WORLD PEACE: A SPECIAL SECTIO

Saturday Review

JANUARY 23, 1954 / 20¢



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LEO CHERNE

DEXTER MERRIAM KEEZER

PAUL MAZUR

HERBERT A. LEGGETT

SUMNER SLICHTER

and

A POLL OF 500 BUSINESS AND LABOR LEADERS ON FREE TRADE

Clarence B. Randall, author of "Freedom's Faith." *(See page 27)*

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BOZEMAN MONT

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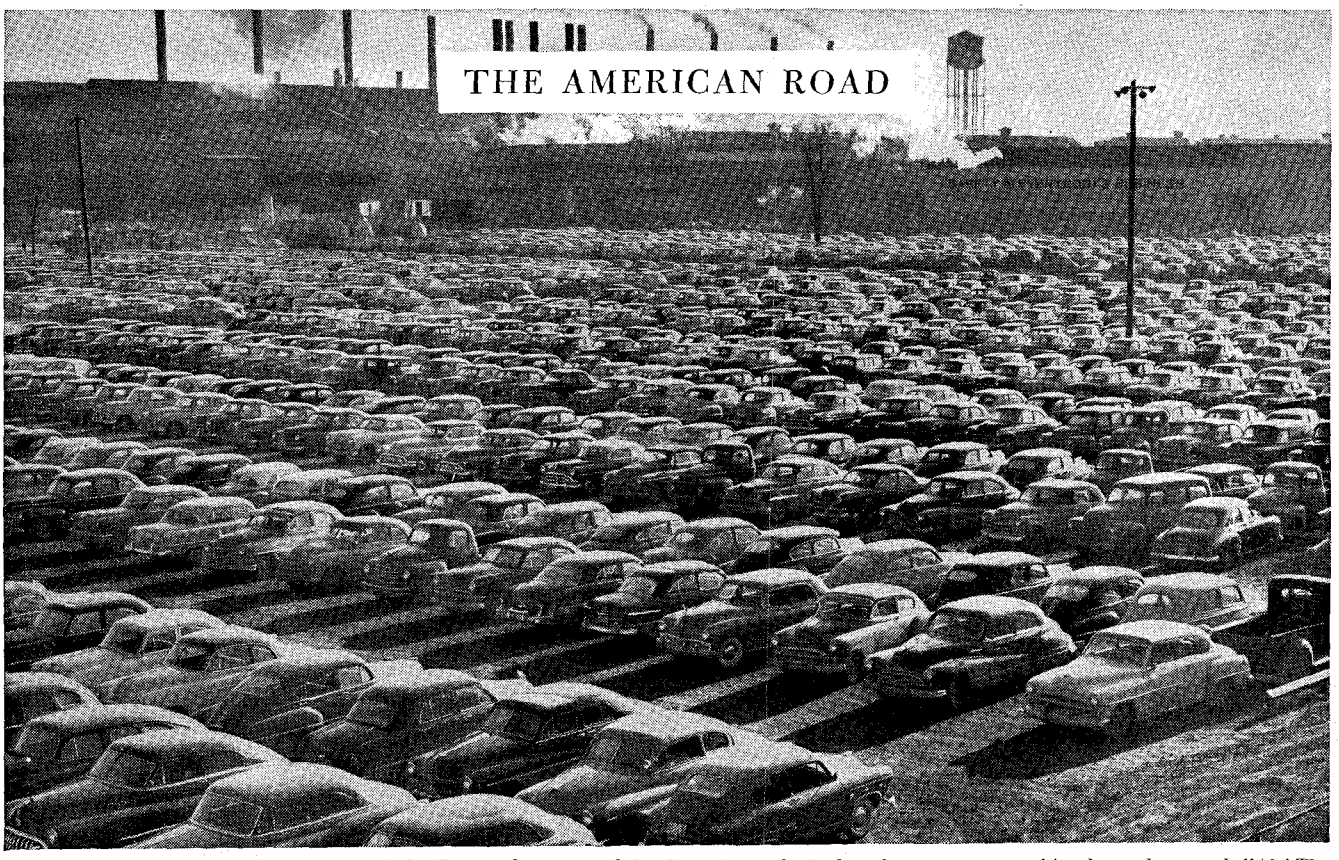


WHEN A WARTIME SOVIET MISSION visited the Rouge plant, one of the Commissars looked at the enormous parking lot and sneered: "Ah! The capitalist bosses' cars!" No one could convince him that this great sea of automobiles belonged to the 60,000 Ford workers of the Rouge.

How the $5 Day changed the world

BACK in the days of the sixty-hour week, most workers walked home on tired legs. The average day's pay in industry generally was $1.75.

Times were poor, late in 1913. Many industries were in depression. Then on New Year's morning, 1914, Henry Ford called his executives together in a room in the Highland Park plant. For years Ford had figured out sums and engine sketches on wood shingles that he picked up in the shop—but now there was a big improvement: a large wall blackboard.

He wrote on the board the minimum Ford wage standards: $2.34 for a nine-hour day. He tossed down the chalk and said: "Figure out how much more we can give our men."

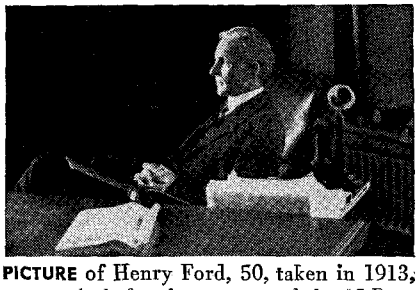
The Ford executives worked all day, cautiously adding 25¢, and then another 25¢. Every so often Ford walked back in, said: "Not enough," and walked out. Finally they had more than doubled the basic pay—up to $4.80 a day.

One man snapped: "Why don't you make it $5 a day and bust the company right?"

"Fine," said Henry Ford. "We'll do that." The Master Mechanic of Detroit was not being foolishly generous. He had a solid philosophy which he wanted to dramatize. He believed that men did better work in shorter hours; he believed that if they had more money they could buy more things, and one of the things they were sure to buy was an automobile. History shows his intelligent selfishness paid off.

The news broke on the morning of January 6—and the working-man's world was changed forever. The new minimum wage, "even for the worker who sweeps the floor" would be $5 a day; and for the first time in history the working-day was to be fixed at eight hours.

This was thunderbolt news—one of the great news stories of all time. That very day workmen all over the United States kissed their wives good-bye and promised to send for them. Cotton-pickers headed north; Serbians rushed to apply for American passports, Germans headed for the docks in Hamburg.



PICTURE of Henry Ford, 50, taken in 1913, two weeks before he announced the $5 Day.

Most newspaper editors thought Henry Ford was crazy. He had "upset the whole social structure"; he "would be broke in a year." Cartoonists showed factory sweepers in fur coats and cigars, descending majestically from chauffeur-driven limousines to pick up their brooms. Clergymen around the world blessed Henry Ford.

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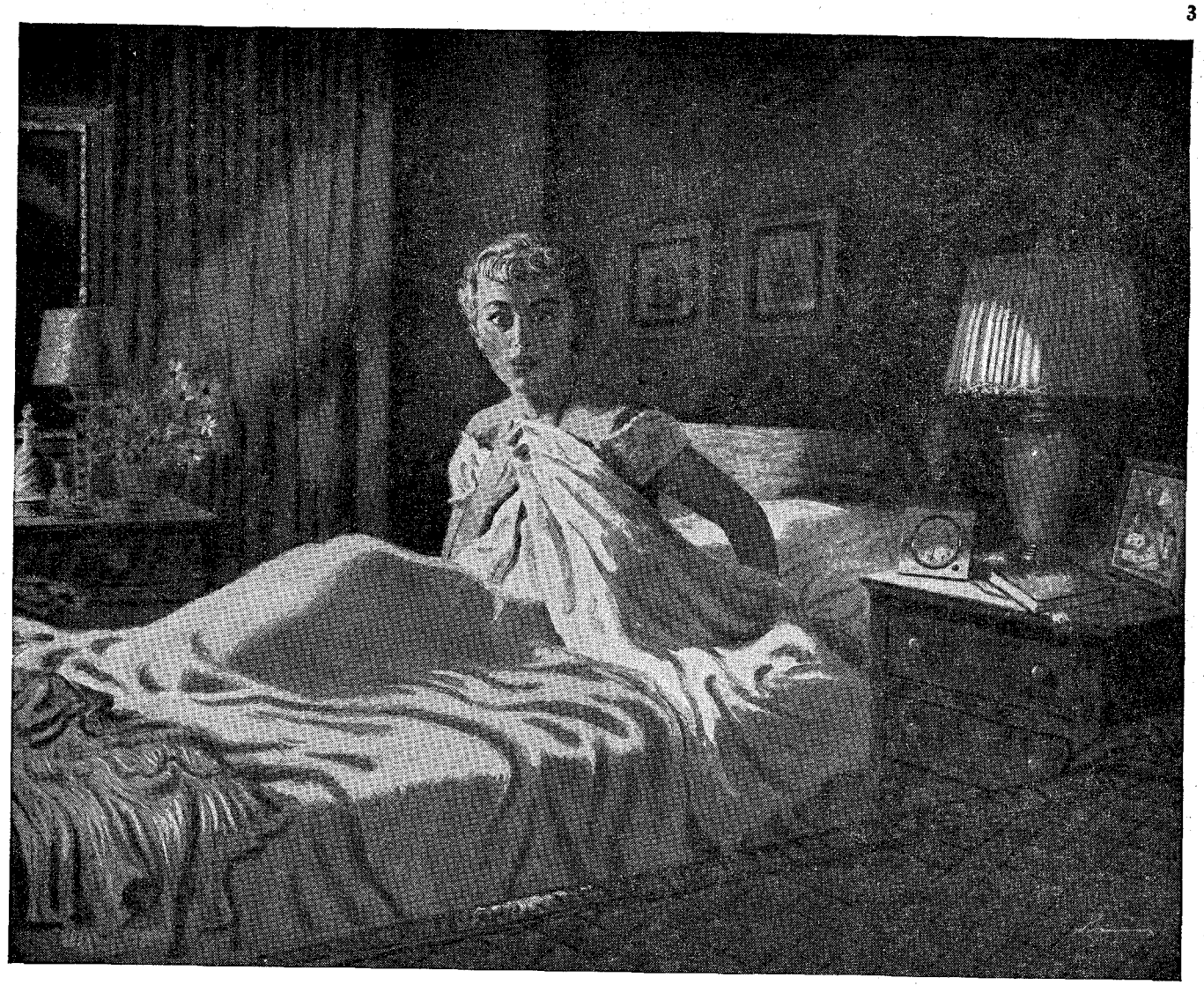

When you're not there to calm her fears...

Something awakened her...she doesn't know what. She turns to you, but the empty bed reminds her you're away on business. She listens. Was it a tree branch scratching the window?

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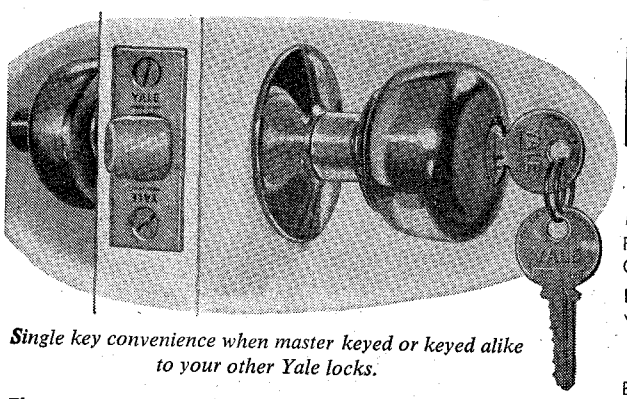

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Miniver Cheevy loved the Medici, and Troy, and Arthur's England. But because fate had let him be born too late, Miniver scratched his head, and coughed, and kept on drinking.

¶ I sympathize with Miniver, but I prefer the 18th Century. And I have recently given up scratching my head, and coughing, and (at least temporarily) drinking, in order to devote my full time to a round-trip ticket back to this period.

¶ My ticket is a new book, "The Head and Heart of Thomas Jefferson," by the distinguished American writer, John Dos Passos.

¶ Jefferson was just three years younger than Boswell, and, like Boswell, he managed to record a good many of the events in his life.

¶ It's true that the great Virginian wasn't quite as frivolous as Boswell, but then he wasn't as staid as we would expect a Founding Father to be, either.

¶ And in the hands of a writer like Dos Passos the story of Jefferson in the years before he became President is one of the most fascinating pictures of a man and his times I have ever read.

¶ So if you have a touch of Miniver and would like to get away from the present for a few days, do as I did and take a trip back to frontier Virginia, London of George III, Philadelphia during the Continental Congress, and Paris of the Revolution.

¶ Your bookseller has your ticket, and there's no Federal tax on it. Just ask him for "The Head and Heart of Thomas Jefferson."

L. L. Day

EDITOR-AT-LARGE

"The Head and Heart of Thomas Jefferson," by John Dos Passos, is published by Doubleday & Company, 575 Madison Ave., New York 22, N. Y., also publishers of the 1954 edition of "The Thorndike-Barnhart Comprehensive Desk Dictionary."

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The Saturday Review

JANUARY 23, 1954

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SR's Library Poll

THREE books which made their bow during the waning days of 1953, to the accompaniment of applause from the critics, make their first appearance this week. The debutants are the peppery and gossipy "Secret Diary of Harold L. Ickes," the stirring concluding volume in Winston Churchill's memoir of World War II, "Triumph and Tragedy," and James Thurber's latest volume of delightful whimsey, "Thurber Country."

TITLE AND AUTHOR

1. **Lord Vanity**
   by Samuel Shellabarger (F)*
2. **Lélia**
   by André Maurois (G)**
3. **Battle Cry**
   by Leon Uris (F)
4. **Time and Time Again**
   by James Hilton (F)
5. **Life Is Worth Living**
   by Fulton J. Sheen (G)
6. **Beyond This Place**
   by A. J. Cronin (F)
7. **The Adventures of Augie March**
   by Saul Bellow (F)
8. **The Power of Positive Thinking**
   by Norman Vincent Peale (G)
9. **Too Late the Phalarope**
   by Alan Paton (F)
10. **The Spirit of St. Louis**
    by Charles A. Lindbergh (G)
11. **The Caine Mutiny**
    by Herman Wouk (F)
12. **Flying Saucers from Outer Space**
    by D. E. Keyhoe (G)
13. **Sexual Behavior in the Human Female**
    by Alfred C. Kinsey (G)
14. **From Here to Eternity**
    by James Jones (F)
15. **A House Is Not a Home**
    by Polly Adler (G)
16. **Come, My Beloved**
    by Pearl Buck (F)
17. **Désirée**
    by Annemarie Selinko (F)
18. **The Secret Diary**
    of Harold L. Ickes (G)
19. **Triumph and Tragedy**
    by Winston Churchill (G)
20. **Thurber Country**
    by James Thurber (G)

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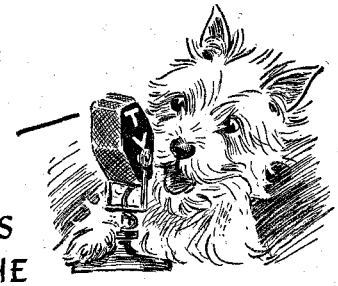
* (F)—Fiction
** (G)—General

No question about This

"HOW WOULD YOU ANSWER THIS ONE, WHITEY?"



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TRADE Winds

A MEETING IN HOLLYWOOD recently was arranged between two girls seldom bracketed in the public imagination: Miss Edith Sitwell and Miss Marilyn Monroe. What's more, Miss Sitwell, famed for her poetry and her beautiful hands, and Miss Monroe, who boasts charms a trifle more obvious, were soon lost in most friendly and animated conversation. An eavesdropper avers that the subject under discussion concerned astrology in general and the constellation Sagittarius in particular. "I had no idea that you believed in astrology," exclaimed Miss Sitwell. Miss Monroe's ingratiating reply was, "I believe in everything—a little." Later Miss Sitwell confessed that two of her best friends were

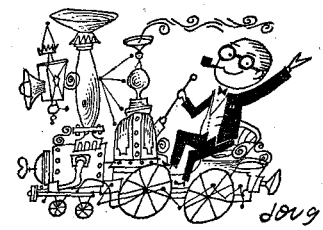
panting to meet the glamorous movie star. "Goody," said Marilyn. "Who are they?" Miss Sitwell told her, "Aldous Huxley and Igor Stravinsky."

NEIL MORGAN IS A young columnist who's going places fast. At present the places are in San Diego and environs, and he tells about them in a sprightly book called "Crosstown." . . . Howard Hughes, relates Morgan, flew his giant Constellation to a San Diego powwow, but returned to Hollywood by car with an aide. Weeks later an operations officer from the San Diego airport managed to get Hughes on the phone, demanding angrily, "Whatcha want us to do with that blank blank Constellation of yours?" There was a long pause, then Hughes murmured sheepishly, "So that's where it is! I knew I left it somewhere!" . . . Outside Lew Lipton's grill a down-and-outer reached to the curb for a filter-tipped cigarette butt, dusted it off, and put it in his mouth. "You've got the wrong end in your mouth, friend," called Lipton. "No, sir," replied the down-and-outer emphatically. "I never put used filters in my mouth. Think I wanna catch them society people's germs?" . . . A cook, continues Morgan, obviously down on his luck, lurched into Lipton's one day, looking for work. Lipton said he knew of a place open in Coronado, wrote the address on a scrap of paper, and sent the grateful fellow on his way with a dollar for transportation. The cook was back, however, within the hour. "Thanks for the lead," he reported sorrowfully, "but it turned out to be the place that fired me yesterday."

JAY TOWER, long-time publicity head of the Literary Guild, is now in charge of promotion at the New American Library. She's replaced at Doubleday by Janet Krumme. . . . Ken Giniger, anxiously waiting to see how his first Hawthorne list will fare, now realizes the striking resemblance between book publishing these days and political elections. One never knows until the returns are in! . . . Our New Orleans scout reports that Harnett Kane bumped into Frances Parkinson Keyes at Antoine's, floored her by murmuring, "How's bayou?" . . . A neighbor of Max Heibman's, in San Jose, Calif., said he didn't know what Christmas gift to get for a friend. "Look over the ads in *The Saturday Review*," suggested Heibman (probably a cousin of Jack Cominsky), "and pick out a good book for him." "Noble idea," said the friend, and flipped through the pages. "Well, did you pick one out?" asked Heibman. The friend answered, "That 'Black and White' ad looks OK to me. I'll buy him a bottle!"

CARTOON BOOKS, so plentiful in years gone by, have become so all-fired expensive to manufacture that the output has been seriously curtailed this season. There are four, however, that should provide you with plenty of laughs. Number One is a collection culled from the pages of *The Wall Street Journal* and published under the title of "Hey, Can't You Forget Business?" (Dutton, $3.00). A few of my favorites: The personnel manager of a loan company telling a job applicant, "There's just one point against you, Mr. Shylock. . . ."; the boss of an office inundated by the sprinkler system crying despairingly, "Comstock—that is *not* the elevator button!"; the secretary of a man being grilled by an internal revenue agent, walking in with a pile of ledgers, inquiring, "This set of books, Mr. Cartwell, or the ones you keep locked in the broom closet?"

Number Two is "The Best Cartoons from France" (Simon and Schuster, $2.95), mostly "sight" gags (no captions) in the best *New Yorker* tradition. Number Three is our own Burr Shafer's "Through More History with J. Wesley Smith" (Vanguard, $2.75). And Number Four, a bit special perhaps, but certainly the most original of the lot, is "Emett's Domain" (Har-



court, Brace, $3.50). It is a collection of those lunatic drawings of trains, trams, and Englishmen by Rowland Emett that you may have seen from time to time in *Punch*. The artist's style is somewhere between Mary Petty's and Rube Goldberg's. Examples of his humor: a brakeman having spotted a tin smokestack protruding from the window of a suburban local (not to mention a line of wet wash, a doghouse, and a pen of chickens) warns the engineer, "Psst! Squatters in Number Three!"; the motorman aboard the pitiful remnants of what obviously was once an elegant tram reproaches the marooned conductor, "I TOLD you to keep a sharp lookout for souvenir hunters!"; the guide of a speeding rubberneck bus, its accessories splattered with the remains of half-finished oil paintings, and a broken frame festooned about the neck of one passenger, points out, "And THAT'S said to be the most painted village in England!"

ROOTS. Frank O'Connor, whose short stories have stamped him as possibly Ireland's greatest living author, was born Michael O'Donovan, but changed his name during the "Trouble" in 1916, when he was jailed for writing inflammatory pamphlets against the English Government and didn't want to embarrass his conservative parents. When O'Connor consented to pay his first visit to Hollywood it was arranged by long-distance phone from New York that Jerry Devine would meet him at the Pasadena station. "How will I recognize him?" asked Devine. "I'll tell O'Connor to wear a carnation in his buttonhole," explained his agent. "When O'Connor stepped off the Chief," says Devine, "a child of four couldn't have missed him. Most of the other passengers sported homburgs and brief cases. O'Connor, with his duffel bag, shock of unruly hair, pipe, and shapeless old tweed sports coat, was straight out of 'Finian's Rainbow.' Besides, the map of Ireland was planted on that

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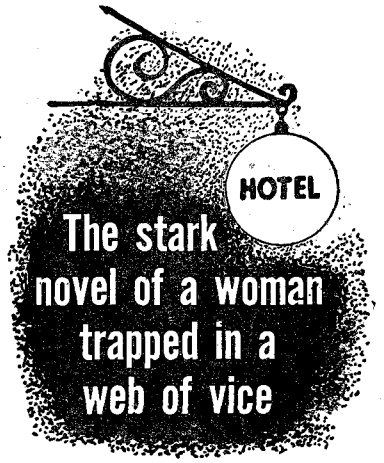

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NEW YORK 10

wonderful phiz of his. Later I asked about the carnation he was supposed to be wearing. Proudly he showed me the nubbin of a green stem in his buttonhole. He had bought the carnation the moment the phone call had been concluded ten days before, and worn it ever since!" . . . Many years ago, in London, Sir Desmond Flower, of Cassell's, received from an unknown young author a manuscript called "King Solomon's Mines." Sir Desmond sent for the young author, told him his book had been accepted, and asked him which he would prefer: a hundred pounds for the copyright or a royalty arrangement. The author, who believed what he always had heard about a bird in the hand, chose the hundred pounds, but while Sir Desmond was outside fetching a bank draft a voice from a corner of the room whispered, "Mr. Haggard, if I were you I wouldn't take the outright payment. I'd take the royalty." Mr. Haggard swung round in his chair and observed a stooped, elderly clerk who, having delivered his piece of advice, was already bent over his work again. When Sir Desmond returned Rider Haggard told him he had decided to take the royalty. What that piece of advice cost the house of Cassell nobody ever has dared to compute.

PROBABLY THERE'S not a word of truth in the story that a new magazine will soon make its bow, edited by Polly Adler. It's called *Bad Housekeeping.* . . . As though a publisher hasn't enough troubles under normal circumstances, Doubleday is now operating under a curse publicly cast upon it by Father Divine. The gentleman did not take kindly to Sara Harris's new book, "Father Divine: Holy Husband," particularly resenting the quote "I wasn't born. I was combusted one day in a Rolls Royce at the corner of 134th Street and Seventh Avenue in Harlem." . . . Does anybody know the name of Paul Revere's horse? And will the possessor of such information contact this department?

Speaking of horses, there was one down in Pennsylvania by way of being a mathematical genius. Not content with tapping out correct answers to problems in addition and subtraction with his hoof on the barn floor, he mastered algebra and trigonometry, too. Came the day, however, when his overambitious trainer attempted to teach him analytic geometry and brought on, instead, a complete nervous breakdown—a predictable result, as George Stevens observed, of trying to put Descartes before de horse.

—BENNETT CERF.

A thundering novel about a great newsmagazine, and of the idealistic men who created it . . . and then made it into a deadly instrument of power.

THE Death OF Kings

By CHARLES WERTENBAKER

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Don't Miss
The Annual Roundup of Cookbooks in the February 13th SATURDAY REVIEW

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A PUBLIC INTEREST ADVERTISEMENT FOR THE READERS OF THE SATURDAY REVIEW

BUILDING PROSPERITY THROUGH WORLD TRADE

by EUGENE HOLMAN

Chairman of the Board of Directors
Standard Oil Company (New Jersey)

The current interest in the development of international trade, which has been stimulated by the studies of the Randall Commission and the government's emphasis on replacing foreign loans and grants by private investment, has great significance for the American economy. In view of this we thought a speech made by Eugene Holman, board chairman of Standard Oil Company (New Jersey) at the annual meeting of the National Foreign Trade Council in November, 1953, would be of interest to Saturday Review readers.

SELDOM has there been so much interest in promoting world trade as has been evident recently. And there are good reasons why this is so.

Because of the loss of manpower, wealth and plant, the task of restoring trade after the second World War would have been tremendous even under peaceful conditions. But such a favorable condition—an atmosphere of true peace—did not exist. The world was faced with new threats to life and freedom. It became imperative, therefore, to restore trade and to rebuild the economies of other nations not only for humanitarian and commercial reasons, but for the most fundamental of reasons—self-preservation. It was clearly in the interest of the United States to keep the outposts of the free world secure, rather than to withdraw step-by-step under pressure until, conceivably, we might find ourselves besieged within our own borders. And since military strength cannot be maintained for long except on a base of economic strength, the people of the United States extended large-scale aid to other free nations.

These aid programs were emergency measures, designed to hold the fort until other nations could lay the foundations for economic recovery. That purpose has been generally accomplished and, except for some help in the procurement of military items, it seems to me that these aid programs have largely served their purpose. I think most people agree that, in the long run, the best way for other nations to get dollars is through private trade and investment rather than through large loans and grants-in-aid on a government-to-government basis. It is better for other nations and better for us that they stand on their own feet.

U.S. Must Sell Its Products

There is another reason why foreign trade is important to us. Through a process of historic evolution—resulting partly from the gifts of Nature but more importantly from our form of government and the character of our business system—we are the most highly productive nation in the world. We have reached a point where we not only produce great volumes of goods for our own consumption but, in many lines, can turn out large amounts beyond our own needs.

To dispose of such goods realistically entails a two-way process in which we send our goods and services abroad and, in return, receive different goods and services from overseas. There is great benefit to us in such exchanges. When we trade our products for those we do not have, or for those which other people can make more advantageously, we gain by having a wider variety of things to enjoy or by getting goods at lower prices.

Of course our country could maintain a high level of economic activity without a great deal of foreign trade. But just as our present high living standards have resulted from the free exchange of large volumes of goods within our own borders, so can our prosperity be enhanced still further by enlarging the area of our trade.

How can we reduce the roadblocks that now hinder the free world from moving toward an expanding international trade—toward an exchange of goods and services balanced at progressively higher levels?

Problem Is More Than U.S. Tariffs

Statements made both here and abroad sometimes give an impression that only one roadblock stands in the way of achieving this end—United States tariffs. All would be well, some contend, if our tariffs were reduced or eliminated. This is an unfortunate over-simplification. For tariffs are only a small, though important, part of the whole problem. Our government, other governments, and businessmen here and abroad must develop

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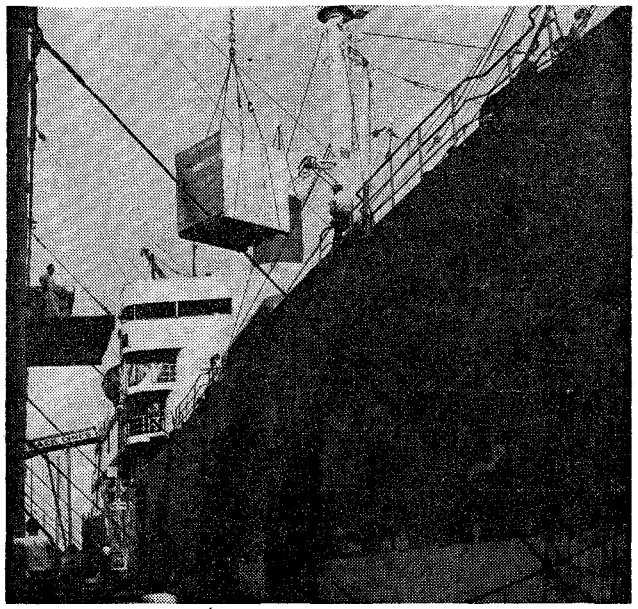

Export of goods made in the U. S. contributes to our prosperity.

more liberal policies in *several* fields before international trade and investment will make their potentially greater contributions to people's welfare.

I do not hold the view that we should abolish all tariffs, nor that our present volume of imports is so low that other nations can justly criticize us, nor that our tariffs—with certain exceptions—are outrageously high. But I do hold the view that we should move in the direction of reducing tariffs and quota restrictions and simplifying customs procedures.

High on the list of things which our own government should do to foster foreign trade is to act *consistently*. A greater obstacle to foreign trade than any specific United States law or regulation is uncertainty as to how long our laws and regulations will remain on the books unchanged. For example, the uncertainty of our tariff policy, as distinct from the rate of our tariffs at any particular time, is a great deterrent to construction of a plant abroad to supply goods for the American market.

Encouragement of United States private investment abroad has long been regarded as a basic policy and government authorities readily agree to it in principle. Yet actions by our agencies and representatives on occasion have seemed inconsistent with this policy. They have also seemed inconsistent with actions and statements of other United States agencies and representatives affecting foreign trade and investment. The resulting confusion hampers constructive economic and business programs.

Another roadblock to foreign trade is the so-called "Escape Clause" in the Reciprocal Trade Act. Actually this clause has been so administered that, so far as I know, it has not caused any great hardships. But its existence is a deterrent to any foreign businessman who is thinking of conducting a campaign to sell his product in the United States. He may well feel that the more successful his efforts, the more likely they will be nullified through operation of the Escape Clause. Personally, I should like to see the Reciprocal Trade Act renewed, but certainly neither the Escape Clause nor its counterpart, the Peril Point provision, should be further tightened to protect the few at the expense of the many.

Our government also should review United States tax laws respecting foreign business. These laws frequently handicap American companies operating abroad. Even if there is favorable tax treatment in the foreign country where the business is done, the result is often only an increase in United States taxes when the profits are brought home. Other governments quite understandably ask why they should reduce taxes just so that the United States can increase its take.

Legal Consistency Needed

Where United States companies stand with respect to divergent laws of our own and other countries needs to be clarified. Any responsible American company naturally wants to conduct its business, no matter where, in conformity with our own legal concepts. But companies must conduct their foreign activities in accordance also with the laws and customs of each country in which they operate. This presents serious problems in cases where observance of United States law or custom might require violating the law or custom of the foreign country, or the reverse. These problems have been intensified by the increasing tendency of United States courts and law enforcement agencies to apply the laws of the United States to operations beyond our borders, a tendency which is rightly resented by other nations.

Any course of action proposed for the United States government should be weighed in terms of the national interest as a whole. The full benefits of world trade can never be obtained if a policy which should be truly national in purpose is unduly influenced by domestic special interest groups. Further, a national interest approach is one which other nations can understand. There is nothing contradictory between working for a high level of foreign trade and maintaining the best interests of each participating country. We can and should be entirely frank in asserting our national interest and should welcome frankness in return.

Having looked at conditions in our own house, it is proper to consider actions open to other nations. Naturally, each one must decide its own policies. We in this country must keep from even the appearance of dictating. But we can, as friends, indicate the areas in which we think other governments could take steps to our mutual benefit.

One of the biggest roadblocks to freer world trade

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erected by some of those governments consists of discriminations against outside industries and traders. Many nations that point to American tariffs as an excuse for inability to trade with us have put up much more formidable barriers against our goods. Systems of quotas, extensive trade prohibitions, bilateralism, and other discriminatory trade practices are cases in point. The excesses that flow from misguided nationalism, such as confiscation of property and the repudiation of contracts honestly entered into and honestly observed, certainly do not encourage trade.

Conditions Affecting Flow of Capital

As a result of our own country's high productivity, we have not only large volumes of goods for export but also capital to send abroad. American investors are willing to assume normal risks in putting their capital to work overseas. But in many instances the risks go far beyond the normal and involve uncertainty respecting security of property, managerial rights, taxation, and repatriation of invested capital and profits. It is always encouraging to read pronouncements by officials of other governments regarding fair treatment of foreign capital; what is needed more is concrete action.

In this age, all nations look to industrial development as an important means to national strength and better living standards for their peoples. But important as it is, industrial development should not be allowed to get out of balance with other elements of the economy. Pushing industrial development at too fast a pace can disrupt agriculture and foreign trade dependent on it.

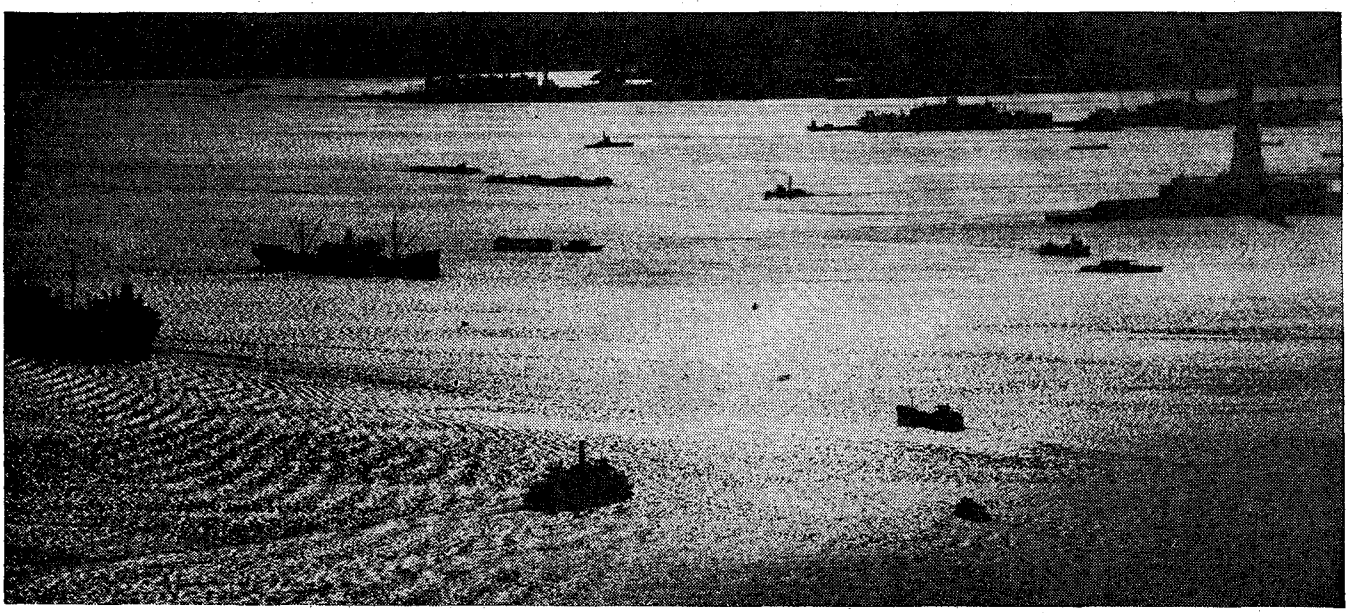
Nations can promote economic stability by honest attempts to set their own financial houses in order. This calls for realistic tax systems and equitable distribution of the tax burden. It calls for the use of revenue for developments which will benefit the people generally instead of, for example, impressive but non-productive public improvements. Available foreign exchange should be used to buy necessities before spending for luxuries.

If measures such as those I have mentioned are followed wholeheartedly by many nations, the basis will be established for the removal of what is undoubtedly one of the biggest single roadblocks to expanded world trade—the non-convertibility of currencies. Once currencies become truly convertible, the abilities of all nations to export goods, services, and capital will be tremendously increased. But let us be clear that, desirable as convertibility is, the mechanism will not be really effective unless present regulations which limit rights to acquire and use currencies are revoked at the same time.

In discussing foreign trade it is inevitable that one should devote much time to the role of governments. As a result one may seem to underestimate the role of businessmen and unwittingly to encourage the trend toward the entry of government into areas which should be the responsibility of private enterprise. Actually, a most powerful force for international understanding and cooperation is the influence of thousands of individual businessmen working directly with the people of other countries.

What Businessmen Can Do

Of course the mere fact that these innumerable daily relationships take place does not automatically assure that the results will be good. Yet it is encouraging to observe that for many years American businessmen living abroad have been learning the ways and attitudes



The movement of ships in and out of American harbors depends upon other nations selling their manufactured goods for dollars.

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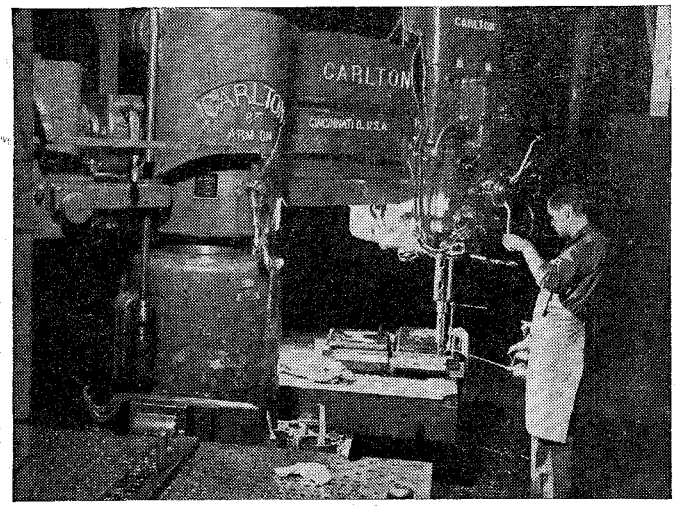


Employees of American factories benefit from foreign trade.

necessary to bridge the natural gaps between peoples of different traditions and customs. The basis for our businessmen's growing capacity for cooperation has been the rather obvious one of honestly trying to find and emphasize the many things we have in common as opposed to our differences. We are learning to be part of the foreign community, both at the level of the corporation itself and at the level of personal relationships.

Policies which contribute to this desirable state of affairs cover a wide range. They include the careful selection and training of employees who go abroad, the employment and training of nationals, fair employee relations policies, participation in local activities, keeping out of local politics, and knowledge of the language and customs of the country on the part of the expatriate employees.

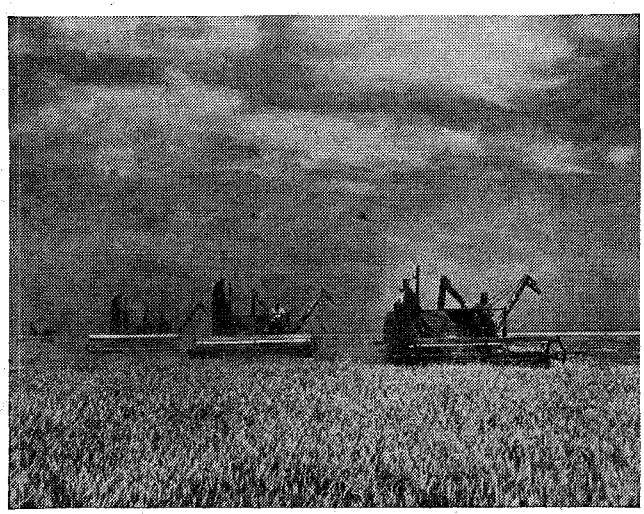
American business organizations abroad should make continuing effort to inform government officials, employees, and the general public not only about company actions and purposes, but about the principles which govern the flow of private investment from the United States. It is not difficult to find government officials in many countries who will agree with American investors that a given policy would be in their nation's interest. But they will point out that they cannot act accordingly and remain in office because of the temper of public opinion. Governments and businessmen can be very helpful here, by seeking to develop understanding and acceptance in other countries of actions essential to an increased flow of American private capital abroad.

Businessmen of other countries wanting to increase their sales in the United States must intelligently exert themselves to that end. We are, today, in what is essentially a buyer's market, and no businessman—American or foreign—is automatically guaranteed a place in it. The success which many foreign manufacturers have had in developing business in our country since the end of the war shows that our tariffs are not always insurmountable. Businessmen of other nationalities will do well to study the American mind and the American market, and to design their products and sales programs to attract the American consumer.

The Big Job Is the Public's

Public opinion in the United States is extremely important to the framing of policies here which will lead to expansion of foreign trade. It is not sufficient to limit discussion of what the policies should be to legislators and other government officials. Many of them are already well-informed about foreign trade problems. But under our representative form of government the decisions of individual lawmakers are rightly influenced by what they believe their constituents back home want to see done. It is necessary, therefore, that a broad program of information be directed to the general public so that a wider understanding and support for sound policies may be won from people throughout the United States.

Even more to the point is where such informational work can lead. Improving the world economically is a vital job in itself. It is also an essential foundation of something far greater—international political strength. The cooperative, mutually-sustaining framework of free nations which we have set before ourselves as a political ideal can only be built by prosperous countries. In the effort to bring about prosperity, therefore, we shall at the same time be making great contributions to international strength and to peace. These are not narrow goals. They are worth every bit of effort we can give.



The American farmer owes much to international commerce.

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The Saturday Review

JANUARY 23, 1954

MAUGHAM AT EIGHTY

By FRANK SWINNERTON

On the occasion of Somerset Maugham's eightieth birthday (January 25) Frank Swinnerton chronicles the changing fortunes of Maugham's literary reputation. Mr. Swinnerton, who is ten years Maugham's junior, has been active in English literary life—both as novelist and critic—for over four decades.

HIS longevity, at which we all rejoice, has been a great help to Mr. Maugham's reputation. If he had been taken from us untimely we might even now be lamenting the critical blindness of several generations; whereas the truth is that Mr. Maugham is passing into old age amid the cheers of youth and the happy envy of his contemporaries. Since his mind is full of irony I am sure that his pleasure in apotheosis is much sweetened by amusement.

He can hardly have expected the event; for a great deal of his life has been spent in the shadow of popular success and more eminent seniors. When he wrote his first novel, "Liza of Lambeth," he caught a momentary fashion for tales of mean streets. When he observed the passing of the fashion he had already seen that it held nothing more for him; and his eye had turned from the novel of what is now called squalor to the much brighter scene of the theatre. Giants, however, stood in his path. He has told us that in those days they were Pinero, Henry Arthur Jones, and R. C. Carton. "For the rest the managers were content to depend on adaptations from the French or German." They did not want his first play, "A Man of Honor."

In the end that play was produced by the Stage Society, with results which might have been expected. "The critics judged it according to their preconceptions. The more conventional abused it heartily; the earnest students of the drama praised it." It is possible that if Mr. Maugham had continued in the vein of "A Man of Honor" he could have enjoyed the esteem of the few, as St. John Hankin did for plays of rather thin wit; but "I wanted money and I wanted fame." Mr. Maugham was to learn that hell hath no fury like a highbrow scorned. Not only were the comedies he next wrote great successes, but the earnest students of the drama resented his desertion of their cause—the eternal cause of appealing only to the select few. It was this desertion, although he did not know it, which led to his critical ostracism. The earnest knew his ambition. They said, in effect, "All for a handful of silver he left us."

Mr. Maugham continued to write novels which were favorably reviewed; but both in the novel and in the theatre he had eminent rivals, older than himself, who had been waiting for the change in taste which had set in after the Boer War and which became apparent to all after the overwhelming victory of the Liberal Party at the 1906 Election. Plays of adultery still had their strong scenes in the West End; but Shaw, Galsworthy, and Granville Barker had not long runs but critical attention; Wells, Bennett, and Galsworthy had risen to importance in the novel; Henry James and Joseph Conrad were the idols of readers for whom form and subtlety were the only excellences. "I look upon it as very natural then," confessed Mr. Maugham, "that the world of letters should have attached no great importance to my work. In the drama I have found myself at home in the traditional molds. As a writer of fiction I go back,

"His longevity has been a great help to Mr. Maugham's reputation."

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the teller of tales round the fire in the cavern that sheltered neolithic man."

HE WAS not an innovator, moral or technical. Where Shaw, Galsworthy, and Wells concerned themselves with society, and directed attention to faults in its structure, Mr. Maugham's exceptionally keen eye was upon the follies of individuals. Since these others were "serious" he could only be regarded as flippant. He was regarded as flippant, trivial, cynical, and non-constructive. His name was known; the earnest greatly enjoyed his plays in the theatre, because of course they were extremely amusing plays; but the British were in the mood for politics and sociology, and he was not. "I have most of my life been miserably conscious that I am not the average Englishman."

It was not that Mr. Maugham was swimming against the tide; it was that he had not caught up with it. Pinero and Henry Arthur Jones realized that it had left them in mid-channel with other derelicts; Mr. Maugham, being younger than his rivals, and certainly gratified by immense popularity, felt much more cosmopolitan than they were, and perhaps assured himself that this fashion, too, would change. He was not a failure; he was a success. Only in the matter of prestige, in the matter of critical esteem, did he notice—tartly but philosophically—a little coolness.

That was inevitable. We had not then begun to use the word "highbrow," which I think came from the United States after the First World War; but the passing of the Victorian age, the humiliation of the Boer War, and, even then, some decrease in the size of the world had made the English more generally conscious of European civilization than they had ever been. Ibsen's plays were being performed in the West End; Hauptmann figured at the Court Theatre under Granville Barker's supervision, Strindberg had been heard of; and it had been discovered that Russia, as well as France, had a few novelists of note. George Moore, who preferred the French manner, had said that Dostoievsky was Gaboriau with psychological sauce; and Edward Garnett, in conversation with myself, described the same writer as a sort of Russian Dickens; but Turgeniev was to be read in Mrs. Garnett's translations, Tolstoy was recognized as a monument, and a burning passion for Stendhal, Flaubert, and Maupassant was *de rigueur* among the intelligent young. What chance had Mr. Maugham against these enthusiasms?

"In my twenties [they] said I was brutal . . .

Then came his juniors, the young men and women who had been born in the early or mid-Eighties. Most of these were innocent of art; but they had read "The Way of All Flesh" and were familiar with Shaw's milder ridicule of parents. They perceived that disguised or fantasticated autobiography, in which early experience could be used to color chronological narrative, had well served their seniors—Wells with Dickensian fun and sociology, Galsworthy with class analysis, Bennett with humor-filled realism—and they joined in the task of what Henry James called "squeezing the orange," which meant, according to his more private definition, producing "fluid puddings" lacking all "form" and therefore all "art."

Such young men and women leapt at once into the public eye. When invited to discuss the current novel in weekly periodicals those who did not write novels themselves spoke of two generations only. They did not think of Mr. Maugham. Even when Mr. Maugham produced "Of Human Bondage," which is a very fine novel indeed, he could not immediately count upon its recognition. He was not a member of the younger set; and the younger set was concentrating upon one man, a genius, who for its members represented everything that was urgent in life, sex, the novel, and poetry. This man was D. H. Lawrence.

Lawrence, as well as Freud, revealed or seemed to reveal the darker abysses of the unconscious mind. He also impressed those who came into personal contact with him as having the characteristics of a prophet. He was, I think, the first modern writer to inspire the idolatry which has become a feature of outstanding admirations in the world of art; so that criticism of him aroused passionate annoyance. It was quite impossible that Mr. Maugham, an observer of life, should be carried away by Lawrence, or should attract those who had been carried away.

. . . in my forties they said I was cynical."

He was possibly unlucky in the fact that "Of Human Bondage" was published comparatively early in the war of 1914-1918, when other matters were blinding all eyes. That was a book which demanded undivided attention. Had it been published in 1910 it could not have failed to establish Mr. Maugham as a leader in a then influential school of fiction. By 1915, when the intellectual and esthetic part of English society was torn between military or alternative service, it was, in the history of the novel, old-fashioned. Mr. Maugham had missed the bus by five or six years.

Unknown to the world, however, and unperceived by himself, he was soon to be overtaken by another bus. The change in himself had begun earlier, when he decided that there were other continents besides Europe from which material for his craft might be drawn. Former days in Paris had made him familiar with the ways of artists, and he had been much attracted not by the paintings but by the personality and action of Gauguin. Gauguin had abandoned respectability and "gone native" in the South Seas; Mr. Maugham went to see for himself what Gauguin had seen. The abandonment of conventionality, or the desire to become what, quoting Hazlitt, he called "the gentleman in the parlor," an anonymous loser of "importunate, tormenting, everlasting personal identity," seemed to offer fascinating new experience. The result of that interest in Gauguin's escape, and the wish to "become the creature of the moment, clear of all ties," was a new birth for Mr. Maugham. Its first literary product was "The Moon and Sixpence."

"The Moon and Sixpence," pub-

(*Continued on page 70*)

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FICTION

A Bad Year for Shorts

"Prize Stories 1954: The O. Henry Awards," selected and edited by Paul Engle and Hansford Martin *(Doubleday. 316 pp. $3.95), resumes the series of annual collections of "best" short stories begun in 1919.*

By Raymond Walters, Jr.

SINCE 1919, when the O. Henry Awards were established by the Society of Arts and Sciences, the annual collections published as an important by-product have managed to reflect pretty accurately the fluctuating state of the short story. From 1941 to 1951 the late Herschel Brickell edited the series—that is, he weeded out of the masses of short stories published those to be included in the volumes. The two (later three) annual prizewinners were selected from Mr. Brickell's cullings by committees of high professional status, and these were awarded to such writers as Eudora Welty, William Faulkner, Kay Boyle, and Truman Capote. You might disagree with the awarding of the prizes to one individual over another, but you had to respect them because of the standing of the judges.

Mr. Brickell's taste made him an excellent editor. It was sensitive and uncomplicated by addiction to formulas or specialized preferences. He liked and appreciated the short stories written by good writers, gave recognition to the newer ones and honor to the older hands. If there was any emphasis in his selections, it was readability. His collections made good and lively reading. There was about his work an air of eminent fairness. No wonder that the decade under the Brickell editorship was the most fruitful for the series.

Now the series has been resumed for the first time since Mr. Brickell's death in 1952. It is a pity that few conditions under which Mr. Brickell worked any longer operate. The editors for the 1954 collection are Paul Engle and Hansford Martin, both on the faculty of the Writers' Workshop at the State University of Iowa. They have done the awarding of the prizes (to the three "best" short stories) all on their own, without recourse to a committee. The original weeding-out has been done by a group of graduate students in writing at Iowa, and at least two of the stories they have selected come from within their own group. Others have been taken from *Western Review*, a quarterly published at the same university. All in all, eight stories are by writers who have had teaching or student connection with the State University of Iowa. Eight out of a total of twenty-three stories in the volume makes a rather heavy percentage. Since almost any one of the eight could have been written by any of the other authors there is a distinct "workshop" flavor to the anthology.

Perhaps it is no accident, then, that fifteen of the twenty-three stories come from the so-called "little" quarterlies. These publications have made a considerable contribution to the American short story by keeping avenues of publication open to writers whose work does not always happen to fit into magazines of larger circulation. They have, on occasion, published first-rate stories, but they also have a pronounced habit (perhaps all to the good) of bending over backwards in favor of the immature writer. Some writers, whose work doesn't come up to professional standards, have been able through these mediums, to run up a long list of publications to their credit. In publishing circles a few of these authors have been termed "little magazine hacks" so consistently do they aim their work at editors friendly to them. A good story is a good story, though, no matter where it is published, and the anthologies in the past have had a good record in picking the best from these sources. Mr. Engle and Mr. Martin, however, seem to lack the expert touch necessary for this task. With one or two exceptions their choices from the small magazines are mediocre and flavorless.

Nor is their touch any better with the eight they've taken from all the other magazines published in the country. The two from *The New Yorker* are hardly representative of that magazine's high level, and of the three from *Harper's* only one is at all memorable. *The Saturday Evening Post* and *Collier's* are represented with one each. *Harper's Bazaar, Mademoiselle,* and *The Atlantic Monthly,* generally fruitful sources for the anthologists, are not represented at all. Neither are *Good Housekeeping* and *Woman's Day;* both magazines have done much in recent years to promote mass audience interest in stories of the highest quality. For well over a quarter century now our valuable writing in shorts story form has been preserved in annuals.

IT IS this situation that has been changed by the publication of "Prize Stories 1954." Not only does it make for dull reading, but it tends to glorify student work and thus hold up as examples of the best, stories that might well "inspire" neophytes to dubious emulation. The first prize has been awarded to a story by Thomas Mabry called "The Blue Feather." It is an unsuccessful story with patches of interesting writing in it; it derives strongly from another (and far better) Sherwood Anderson story called "I Want to Know Why." And just as there is a contrivance of incident that has made many a popular magazine story an obvious patterned construction, there is also a contrivance of the poetic symbol, such as the blue feather of the title of Mr. Mabry's story, that makes for a similar obviousness. You will expect that, when the boy hero of the story picks up a blue feather and puts it in his hat band, the feather will sooner or later fall from the hat band and symbolize the loss of the boy's illusions and his sadness. Precisely that happens in the last paragraph.

The three prize stories are all either about children, or told from the point of view of a child. "The News From Troy," Clay Putnam's second prize story, is more successful than Mr. Mabry's, but it is also more limited, being mainly the relating of one striking incident. "A Game of Catch," the third prize winner, appeared in *The New Yorker*. Richard Wilbur, ordinarily a poet, tells in the tiniest of sketches about an incident in the lives of a group of small boys. Though effective in its slight way, the story is

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hardly of the stature that would make it worth anthologizing.

But we are by no means done with children in this anthology, especially in those stories that make up the Iowa contingent. The first two prize winners, by the way, have had some connection with that university. Donald Justice, an editorial associate of the editors, contributes a hazy study of a sensitive little boy; so does R. V. Cassill (a painfully weak story apparently meant to be fantasy); and there is also one by Jean Stafford that is far from her best standard. The best of the stories about children is by Miriam Rugel; her reminiscence (in form) of the death of a small girl's mother is touchingly written. It appeared in *Harper's*.

But for the most part the level of the writing in the collection is lackluster, even labored. There are arch borrowings from William Faulkner and Ernest Hemingway. There is pretentious egocentricity (including some outright trash by James B. Hall and Herbert Gold) and there is noticeably little humor. Humor is something the American short story has always had a great deal of; it exists still, and can be found in any number of our magazines. The editors of the "Prize Stories" seem to have little regard for it; indeed, they make it clear in their introduction that they do not esteem the story that entertains and has no permanent value. William Faulkner, Eudora Welty, J. D. Salinger, Daniel Fuchs, Truman Capote, and Irwin Shaw would all probably strongly object to this attitude. So would have O. Henry, whose name and work the series honor. So would have F. Scott Fitzgerald and Sherwood Anderson.

There is precious little that is being said in this volume, there is nothing new, and if we were to judge it as representative of our current short story we would be forced to say that it has come to a dead end. Fortunately, the collection is not representative; it seems strongly biased. The giving over of so important a series to one academic writing center might well be counted a dubious act on the part of the publisher.

SOLUTION OF LAST WEEK'S KINGSLEY DOUBLE-CROSTIC (No. 1034)

(SIR) THOMAS MORE:
(*THE NEW*)
ISLE CALLED UTOPIA

There be in the island fifty-four large and fair cities. . . . They be all like to one another as farforth as the nature of the place permitteth. . . . I will describe, therefore, to you one or other of them, for it skilleth not greatly which.

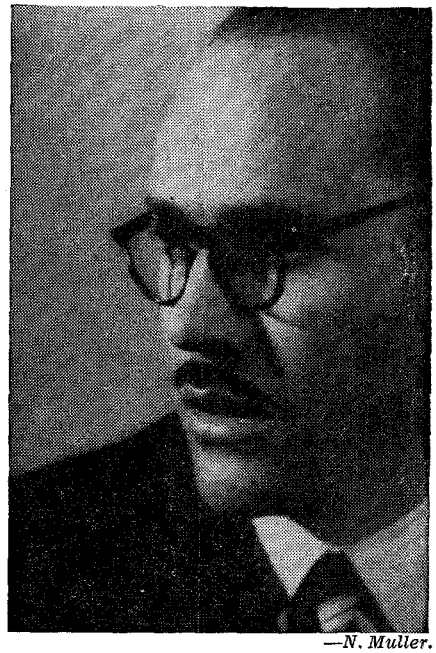
Death of a Madridite

"The Final Hours," by José Suárez Carreño *(translated by Anthony Kerrigan. Alfred A. Knopf. $3.50), is that relatively rare thing, a modern Spanish novel translated into English; this one tells the story of a Madrid playboy and the tragedy he brings to a pretty girl and a street-boy who has admired her from afar.*

By Thomas G. Bergin

IT IS a good thing to see a Spanish novel crossing the language frontier and making an appearance in English. There are far too few that do nowadays. Spanish poets and playwrights still flourish and attract international attention—even though a number of them live in exile—but in the novel the last score of years has seen very little of either interest or importance coming out of Spain. This is a sorry state of things for a country which during the nineteenth and early twentieth centuries produced a consistent strain of original and powerful writers ranging from Pérez Galdós to Blasco Ibañez. José Suárez Carreño's "The Final Hours" is at least evidence of renewed activity in a somewhat neglected field.

At least and, I am sorry to say, also at most. For I cannot truthfully report that I find it a very impressive work. It deals with the last hours—from evening to near dawn—of three central characters. One is Carmen, a girl of the lower middle class who has long since learned how to invest her beauty to best practical advantage; another the wealthy industrialist whose turn with the girl happens to fall on this fateful night; the third is the "street-boy," Manolo, who has hitherto admired Carmen from afar. Case histories would make short work of the three; the young people would be classified as juvenile delinquents and the man as a combination of neurotic disabilities, too lengthy to catalogue but familiar enough to any amateur student of Freud or Jung. During their last hours the three have their various encounters, individual "flash-backs"; and internal monologues; the end of the night brings them all together in the high-powered car of the industralist, who in a moment of hallucination crashes into a wall. He thus kills himself and Carmen. Manolo walks away unhurt,



—*N. Muller.*

J. S. Carreño—"embryonic existentialism."

fearful of being found near the wreck and so in some vague way being held responsible, as often happens to people of his class who let themselves be caught near the scene of a disaster.

ALTHOUGH the leading characters and some of the minor ones, too, are very odd and graphically portrayed, the author does not succeed in arousing much sympathy for them. They have too much self-pity, too little sense of direction, and, what is worse, too little ability to communicate either with each other or the reader to emerge as either interesting in themselves or symbolically effective.

Still, I would not say that the novel is without interest. In a way it is a case history itself; one cannot but wonder, as one reads, about the roots of the author's inspiration. At times the plot suggests a kind of embryonic existentialism, at other times one is reminded of the picaresque tradition, never entirely dead in Spain; again, in the case of the industrialist particularly, the pattern of attitudes will suggest the "neo-realism" of Moravia. A more authentic merit is in the atmosphere of the novel: the color of Madrid's night life with the obsessive grimness of the wealthy at "play" and the purposeless perambulations of the underprivileged comes through quite successfully. A rather sombre color it is, but that is hardly the author's fault.

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Greek Against Greek

"The Greek Passion," by Nikos Kazantzakis *(translated by Jonathan Griffin. Simon & Schuster. 432 pp. $4), tells the story of the struggle for freedom by the people of the mountain village of Lycovrissi some three decades ago.*

By Harrison Smith

UNTIL May last year, when "Zorba the Greek" was published, the work of Nikos Kazantzakis, a famous Greek man of letters and a novelist, was unknown to this country, although for some time it was rumored that he was a candidate for the Nobel Prize. That vital and earthy novel was highly praised, but apparently the American reading public found its Attic humor too bewildering for popular success. His long, just published novel, "The Greek Passion," will give readers a deeper conception of the true measure of his worth. To this reader, at least, Thomas Mann did not overestimate it when he wrote that it "is without doubt a work of high artistic order, formed by a tender and firm hand, and built up with strong dynamic power."

The story is concerned primarily with the passion of the people of Greece for freedom and the continuance of the race; the scene is the mountain village of Lycovrissi, thirty years ago, dominated by a Turkish governor known as The Agha, a debauched, cynical voluptuary living only for strong drink and pretty boys.

The novel begins when the village Elders meet in the house of the Archon, hereditary leader of Lycovissi, to decide on the six principal characters of the Passion Play, staged every seventh year under the portico of the ancient church. All of them are avaricious, brutal, or stupid old men: Grigoris, the priest; Ladas, the village miser; Hadji, the schoolmaster; and Captain Fortounas, a drunken old sailor. A blond shepherd youth, Manolios, is chosen as the Christ; a peddler, the owner of the cafe, and the Archon's son, Michelis, have the honor of becoming the Apostles Peter, John, and James. The saddler of the village is chosen for the part of Judas . . . He is a violent man crazed with lust for the Widow Katrina, a good-natured woman who is the only possible candidate for the part of Mary Magdalene.

Outwardly Lycovrissi, lying in its gentle and fertile valley, is at peace with itself. For centuries the Church and the Elders had oppressed and robbed the peasants, and in turn had been robbed by the Turks. It was the accepted order of life. Suddenly one spring evening the violence of which these tempestuous people were capable rose to the surface. Three months before in a distant valley there had been an unheralded battle in which the Greek Army had been defeated. The Turks ran wild, burning a town and killing and ravishing its inhabitants. Those who escaped were led by a fanatical priest who brought the survivors to Lycovrissi. Many of the long column of men, women, and children, dying of starvation, begged for alms in the streets and the village square. Priest Grigoris could not endure a rival in his village. He forced his people to eject the foreigners who, aided by the shepherd Manolios and his friend Michelis, found shelter in the caves of a nearby mountain. But the stranger priest was a saint, and the two young men fell under his spell. Both of them gave up the girls they loved and in the end led the starving people in a hopeless attack on the village.

As this strange and wild story develops, the forty or more characters in the novel come vividly to life. Through its wild scenes greed and lust vie with the faith and love of the Christian doctrine and the hope for freedom of an enslaved people. But among its many virtues the dominating quality of "The Greek Passion" is the passionate vitality of its many characters. It is a novel that will be long remembered by its readers.

Jean Giono—"overflow of words."

Flight from Plague

"The Horseman on the Roof," by Jean Giono *(translated by Jonathan Griffin. Alfred A. Knopf. 426 pp. $4), tells of the flight of a colonel of Hussars and a beautiful but married lady during a plague in Provence in 1838.*

By Henri Peyre

BEFORE World War II Jean Giono enjoyed the devotion of many worshipers in Europe, who hailed him and his contemporaries Malraux, Saint-Exupéry, Montherlant as the torch-bearers of a revolt against the introspective novel of Proust and Mauriac. Giono had scored an immediate triumph as an epic novelist and as a magician whose colorful words were dynamite. He soon became the prophet of a crusade against mechanical civilization. "The Song of the World," "Joy of Man's Desiring," even "Blue Boy," from which the celebrated episode of "The Baker's Wife" was drawn, were, and have remained, great books.

World War II came. Giono and other French writers failed to live up to the expectations of their admirers. He was condemned to a year of enforced silence after the liberation of the country. He emerged from it a new writer and the extent of his metamorphosis, at fifty years of age, is amazing. Eight volumes by Giono have appeared in the last six years, and some twenty more have been promised. The overflow of words and metaphors, the sensuous delight in all that pertains to the flesh and to animal life, the pagan communion with nature had gone. Giono had given up lyricism and cosmic ambitions.

"The Horseman on the Roof" is the best of his novels in the new manner. It is very ably translated by Jonathan Griffin and elegantly presented by Alfred Knopf. The author is no longer concerned in curing the ills of civilization or in proposing pretentious symbols. He is a pure storyteller, a creator of pure and heroic characters. Few books of such healthy charm and of such ebullient optimism have come out of Europe in the last decade.

Yet the setting of this story of heroism and of nobleness in love is a grim one. The scene is laid in Provence in 1838. The country is ravaged by the plague—not an allegorical plague as in Camus' novel, but by the genuine Asiatic cholera. People die by the hundreds. The air reeks with the stench of burnt fat; funeral pyres are burning on the outskirts of vil-

(*Continued on page* 69)

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A Queen for a Queen

***"The Conquest of Everest," by Sir John Hunt** (E. P. Dutton. 300 pp. $6), is a report of last year's expedition to the peak of the world's highest mountain, written by its leader. Here it is reviewed by Ferdinand C. Lane, author of "The Story of Mountains."*

By Ferdinand C. Lane

THROUGH desolate Tibet seven expeditions had attacked Mount Everest. Their route, ascending Rongbuk Glacier, had ended in a dash up one of those giant ridges which form the framework of the mountain mass. There, in June 1924, Norton and Somervell reached a height of 28,126 feet, and there Mallory and Irvine climbed still higher only to disappear among the clouds. This perilous route was thought to be the only practicable approach. Mallory had called the western slopes "one of the most awful and forbidding scenes ever observed by man." Yet it was through such scenes that Sir John Hunt last year led his successful expedition.

When Tibet was barred by the Iron Curtain Eric Shipton, exploring in Nepal, had caught a glimpse of a "wonderful new route." This was the Western Cwm, a vast trough rising like a stairway of the Titans. On the left rear the mighty flanks of Everest; on the right the knifelike ridge of Nuptse (25,640 feet) leading up to Lhotse (27,892 feet). The Cwm, shaped like a horseshoe, was closed by a gale-tormented ridge, the South Col (25,850 feet), which connects Lhotse with Everest.

Down this stupendous trough grinds the great Khumbu Glacier. Midway it plunges for more than two thousand feet over a rocky declivity. Here the frozen torrent presents a chaotic ice fall, marked by tottering ice splinters a hundred feet high and crossed by cavernous crevasses. Yet it was up this wild gorge that the Swiss led two expeditions in 1952 and, gaining the South Col, worked their way up Everest's south peak to an altitude of 28,215 feet.

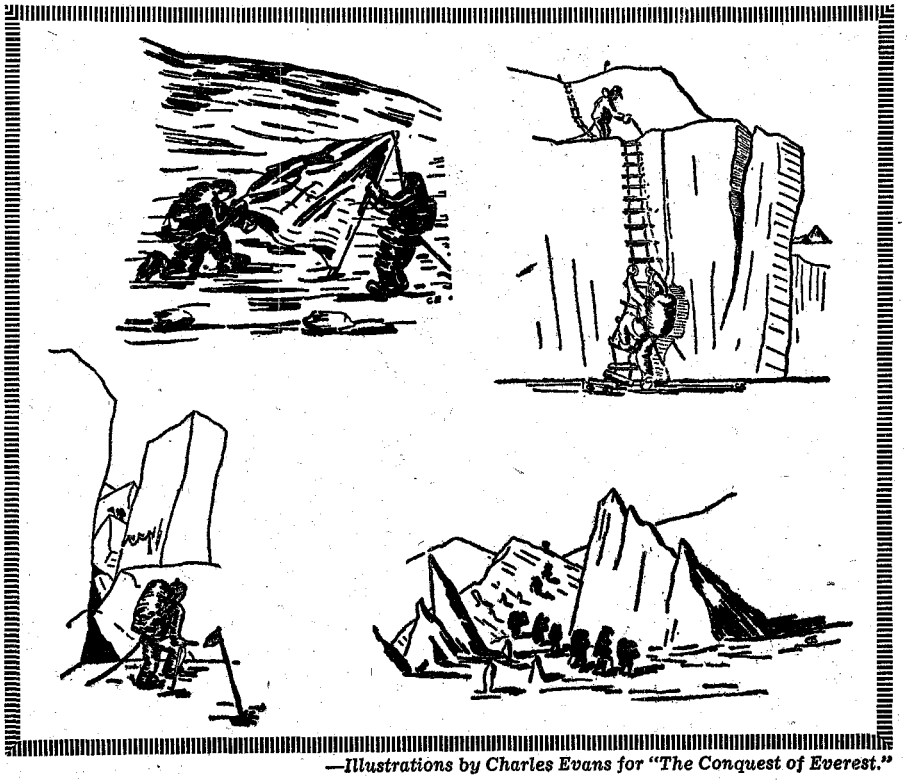
Where the Swiss were stopped the British carried on. And in his book, "The Conquest of Everest," Sir John Hunt tells us how. He pays generous tribute to previous expeditions which were "not failures" but steps of progress. He followed the trail of the Swiss and even used some of their abandoned stores.

To the layman his account may seem a prosaic succession of storms and snows, of battered tents and depleted oxygen tanks. But a report, necessarily detailed, is a permanent addition to mountaineering records.

The expedition, promoted by the Alpine Club and the Royal Geographical Society, was financed in part by the London *Times*. Its members were selected with great care. Age limits ranged from twenty-three to forty-two years, for the patience of maturer years was preferred to the buoyancy of youth. Nor were these men mere human flies who scale Alpine precipices. For in the Himalayas ice and snow are greater problems amid bitter storms, failing supplies, and deadening altitudes. Trained Sherpas, selected by the Himalayan Club, proved invaluable assistants.

The expedition was planned with all the care of a wartime campaign. The experience of previous expeditions determined the choice of superior tents and clothing, food supplies and oxygen apparatus. The equipment, comprising 473 packages and weighing seven and one-half tons, was carried through the valleys of Nepal to the Khumbu Glacier.

Here the ice fall proved a formidable barrier, featured by such vantage points as Mike's Horror and Hellfire Alley. Successive camps were established at ever greater altitudes. From the Col ridge Tom Bourdillon and Charles Evans finally gained the crest of Everest's south peak (28,700 feet) but had to return. Then, in a tiny tent pitched at a height of 27,900 feet, Edmund Hillary and Sirdar Tenzing passed an anxious night. At 6:30 A.M. on May 29, having thawed their frozen shoes, drunk great quantities of lemon juice and sugar, and donned three pairs of gloves, each shouldered thirty pounds of oxygen equipment and set out. At nine o'clock, above a 400-foot snow face, they gained South Peak. Before them a precarious ridge stretched some 500 yards to the main height beyond. From one side, overhanging a drop of 10,000 feet, great snow cornices "like twisted fingers" clutched at nothingness. From the other side the climbers could look down 8,000 feet to a supply camp in the Cwm. As they wormed their way along this terrifying ridge, the very rooftree of the world, their passage was barred by a



—Illustrations by Charles Evans for "The Conquest of Everest."

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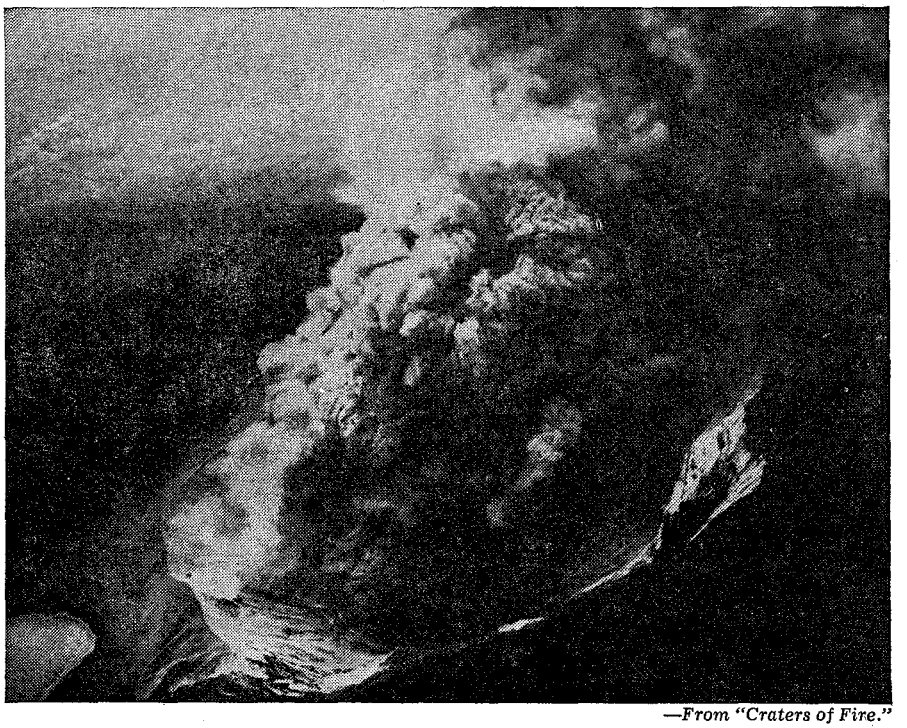
sheer rock face forty feet high. To scale it at this altitude was impossible. But a narrow crack separated the rock from a snow cornice. Up this crack they toiled, fearful that the cornice might "break off." Then, weary from cutting ice steps, they finally reached their goal, the only men who had ever climbed above 29,000 feet.

ELATED, they embraced, hoisted flags, and took photographs. Tenzing buried some food in the snow, an offering to the gods, and Hillary added a small crucifix. For were they not intruders in a far loftier throne room than that of Olympian Zeus? The views were magnificent. To the west Cho Oyu towered 26,860 feet. To the south Kangchenjunga (28,186 feet) reared above the clouds. Looking down upon Makalu (27,800 feet) Hillary wondered "whether a route up that mountain might not exist." An enthusiastic climber from New Zealand, he had visited the Himalayas before. It was Tenzing's sixth expedition to Everest. But to exalt the men who made the final dash is unfair to other members of the party. For each had contributed his share, particularly Sir John himself, now forty-two, whose careful planning and supervision of all details was a masterpiece of efficiency.

By a strange coincidence, the ascent occurred just in time to add luster to Queen Elizabeth's Coronation. Her husband, the Duke of Edinburgh, who had sponsored the expedition, wrote, "In the terms of physical effort and endurance it will live in history as a shining example to all mankind." His statement should answer critics of those daring spirits whose fingers froze on Annapurna, or who braved the terrific avalanches of Kangchenjunga, or perished upon the icy cliffs of Nanga Parbat and K 2. For the conquest of such earth titans is a perpetual challenge to that love of achievement and adventure which has ever urged the Da Gamas and the Magellans to seek Ultima Thules beyond our visible horizons.

Thus, the Northwest Passage remained a magnet long after its commercial importance had vanished. It was neither gold nor oil that lured brave men to the Poles. But the comfort-loving public can never repay the debt it owes to such men. For their examples remain a perpetual inspiration. And so, whether it be the conquest of towering peaks, or the plumbing of interstellar space, or a peering into the maze of the atom, their achievements mark successive steps up the mighty Khumbu Glacier of human progress. And beyond its crevasses and seracs looms, for each one of us, his own particular Everest.



—*From "Craters of Fire."*

The Naka-Taka volcano in Kyushu, Japan—"the Belt of Fire."

The Furies of Erda

"Craters of Fire," by Haroun Tazieff *(translated by Eithne Wilkins. Harper. 239 pp. $3), is an account by a Polish-Belgian speleologist of his exploration of Kituro, a new volcano in the Belgian Congo. Here it is reviewed by Marguerite Clark, a departmental editor of* Newsweek.

By Marguerite Clark

HAROUN TAZIEFF, Polish-born and Belgian-educated scientist, is a geologist, and a good one. Also, he is a speleologist, or cave-expert, who in 1951-1952 penetrated the depths of the caverns of Pierre Saint-Martin in the Pyrenees, and reported his dramatic findings in "Caves of Adventure." Finally, he is a vulcanologist, whose latest book, "Craters of Fire," covers his exploration of the new volcano, Kituro, in the Belgian Congo.

Whether Tazieff is scaling the heights, plumbing the depths, or engaged in routine surface-mining, he seems to derive twice as much personal excitement out of his feats as any other scientist. With literary skill and artistry, he writes of "the secret exaltation that comes to the man who takes on the task of coming to grips with a volcano, living within sound of its rumblings, going through its fumes and gases, drawing near to those fiery rivers that may always overtake one . . ."

When Haroun Tazieff got his orders to descend into the erupting crater of Kituro he was "no more familiar with a volcano in Central Africa or with lava and eruptions than we earth-dwellers are with the surface of the moon." It was March 1948, and the scientist - explorer - photographer was making a geological map somewhere between Tanganyika and Lake Kivu. The idea of the mission pleased him, but he was a little uneasy about his lack of knowledge of "those pustules on the body of the earth." As far as craters and volcanos went, all he had ever seen was the peak of Teneriffe.

Like everyone else, he knew that there are active volcanos which may be either dormant or in eruption, as well as those that are extinct. He also knew that all volcanos are situated on important cracks in the earth, generally on the edge of deep oceanic faults. The most famous of these is the Belt of Fire in the Pacific Ocean, but there are others along the edge of certain parts of the Atlantic, of the Indian Ocean, and in the deep and geologically ancient fault that is the Mediterranean. He knew that there are some 620 active volcanos in various parts of the world; some violently explosive; others merely "effusive";

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some sending forth viscuous lava; others fluid lava.

But Tazieff knew little about the *why* behind the volcano phenomenon —"the fierce driving to the surface of the magma from the depths of the earth." He had been told to hasten with all possible speed to the north of Lake Kivu in the territory of the Albert National Park to observe a volcano in eruption in the Virunga Range. The scientist recalled a mass of eight volcanos that form the Range —"eight giants reared up on a vast plateau of lava at which the jungle nibbled." Six of them were definitely extinct, but the other two—Nyamlagira and Niragongo—were still alive. Which of the two had suddenly boiled over no one could say. But one thing was certain: "All hell had let loose up in the north." So the explorer loaded his truck with all the vulcanological instruments he could lay his hands on; and with his faithful Paya, his permanent "boy," and other followers, started north. When they had gone eighty miles they heard thunder, growling, increasing. The volcano! The darkness was rent by a great cone of fire. This was neither Nyamlagira nor Niragongo. What they were witnessing was the birth of a new volcano.

For days Tazieff and his men fought their way through thick jungles, bush, and soaking rain to reach the lava-laden site of the volcano. Then for weeks the explorer himself charted the "fire mountain" (which he christened Kituro) inside and out. In one hair-raising episode, which he titles "not a very sensible place for a stroll," Tazieff describes his rambles around the rim of explosive Kituro, and his descent into the heart of the volcano, "right into the fiery furnace, surrounded by scorching walls."

Much of the narrative suggests breath-taking melodrama but, along with his own spirited enjoyment of the dangerous task, Tazieff presents a scientific study, marked by methological investigation, discipline, conscientiousness, and the humility necessary for taking precise measurements. At the same time he made a series of magnificent photographs, which illustrate his book.

"A slight sense of wonder, a slight taste for danger, and the attraction of the unknown," Tazieff regards as "the combination that gives rise to a passion for volcanos." His appetite whetted by the investigation of Kituro, the explorer went on with his volcanic research in "that trinity of fire in the Mediterranean"—Stromboli, Etna, and Vesuvius—for the second half of his book.

Ordinary mortals, he feels, are too

(*Continued on page* 65)

WOMEN

Mistress of the Boards

"Julia Marlowe's Story," by E. H. Sothern *(Rinehart. 237 pp. $3.50), is a curious literary form: the "autobiography" of one of the loveliest Juliets ever to grace the American stage, written by her equally celebrated actor-husband. Arthur Pollock, who reviews it here, formerly was drama critic of the* Brooklyn Eagle.

By Arthur Pollock

WITH her beautiful, agile voice, her lush looks, her dimpled chin, and her girlish ways, Julia Marlowe was a lovely Juliet. It may be that no other actress playing Shakespeare's little girl in ecstasy has ever been lovelier. Eleanora Duse said, in French, that the Marlowe *"vision"* of Romeo's eloquent darling was *"la plus parfaite"* she had seen in her lifetime. Arthur Symons told the English that Sothern and Marlowe could teach them how to read their Shakespeare. And in the early quarter of this century American youngsters all over the country left the theatres in which Julia Marlowe played her roles bewitched.

Before he died in 1933 E. H. Sothern, her co-star and, from 1911 on, her husband, wrote her autobiography for her, "Julia Marlow's Story." She did not want it published until after her own death, which came in 1950, when she was eighty-five. Now here it is. She and Sothern did have a good story to tell. It's too bad somebody else didn't tell it.

—By E. H. Sothern, *from "Julia Marlowe's Story."*

"Julia dislikes her costume for 'Imogen'."

The words Sothern puts into her mouth to write down in the first person are beribboned and Victorian, the affected language of self-conscious gentility, no doubt product of a longing to indicate that in a day when actors weren't yet considered proper citizens he and she were dainty and literate exceptions.

Through the genteel sham it is difficult for the reader to see what kind of girl this Juliet really was when at her finest. She had a will of her own. Born in 1865 in that Lake District of England admired of the great English poets, she was the daughter of a shoemaker. She came with her family to this country as a child; her mother kept a boardinghouse in Cincinnati; the daughter packed gingersnaps in a bakery for a while, tried to become a telegraph operator, appeared in a children's troupe doing "HMS Pinafore," did a few small parts in a local professional company, and at the age of eighteen resolved that she would be a famous actress, beginning at the top. And that's what she did.

In Cincinnati she spent a month learning to laugh, practising "sly, scornful, triumphant, mischievous, glad, contagious, irresistible laughter." Coming to New York with a Cincinnati actress as chaperon and teacher, she spent three years in a flat on 36th St. working all her days at the mechanics of acting, learning big roles, walking to Central Park every morning to practise laughing again, going each day to a Welshman named Parson Price, who drilled her until she had what she hadn't had before, a good voice in the middle tones. At the end of the three years she was ready to star. And Daniel Frohman laughed at her.

WITH $1,300 borrowed from her mother, profits from the boardinghouse, she gathered a company of veterans, up in all the standard roles. She sewed her own costumes for "Ingomar," "Pygmalion and Galatea," and "The Lady of Lyons," her repertoire, and toured small towns in New

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England for two weeks. To top off the tour she played a single performance of "Ingomar" in New York. The applause was so loud and so long that gentlemen of the audience had time to run out to the florists and buy bouquets to throw at her.

She had changed her name from Sarah Frances Frost to Julia Marlowe, the Julia from a character in "The Hunchback," the Marlowe from Christopher. On her own she did her first Juliet in 1887. Seeing it, William Gillette and Charles Frohman wanted her for supporting roles. She said No, star or nothing. When later she and Frohman put on "When Knighthood Was in Flower" that nonsense made her a fortune, freed her to do thereafter whatever she cared to do. What she cared for most was Shakespeare. And her leading man became E. H. Sothern.

Quite a girl! But in her telling of the story in Sothern's words there is none of the genuineness there must have been in a Juliet of whom Duse could speak so well. In the fancy language of Sothern, London is always "London Town," speeches are "utterances," a cop is a "blue-coated Hercules," the food on a restaurant menu is "illimitable viands," the day after is invariably "the morrow." And, like the old-fashioned actor of fiction, the lady is constantly quoting from the roles she played. A silly business for a spunky girl.

Englishwoman in the Sands

"The Freya Stark Story" *(Coward-McCann. 374 pp. $6.75), is the autobiography of a remarkable Englishwoman who achieved distinction as a geographer, explorer, archeologist, and travel writer in Arabia.*

By Helen Beal Woodward

IN the depression year 1932 a thirty-nine-year-old Englishwoman who had traveled to Iraq, after years of study and preparation, because she thought that "the most interesting things in the world were likely to happen in the neighborhood of oil," found her income dwindling drastically. If Freya Stark were to explore unmapped areas of Arabia, as she hoped to do, she would need a stopgap job.

Miss Stark went to see the editor of the *Baghdad Times*. Overcoming his reluctance to hire a woman by her solemn promise to stay a year, she was put in charge of the *Times*'s English-language pages.

"On my first day," she relates, "no one rose to greet my arrival, and I made a little speech in the clerk's room explaining that office women are to be thought of as queens, and men stand when they come in: and stand they did, for the whole of the year that followed."

Any woman who has worked in a newspaper office will find that quotation sufficiently remarkable; but farther down the same page of her autobiography, "The Freya Stark Story," occurs another that tells even more about what kind of woman Freya Stark is, and what kind of writer. She had been asked by her editor to shorten an article. She told him it couldn't be done. When he scoffed—

" 'Read it,' said I, 'and take out what you like.' He did so, and admitted handsomely that there was nothing to cut; and indeed I find even now that I am far more inclined to tighten up my sentences too much rather than to spread them out too prolixly."

England has learned to know Freya Stark as geographer and explorer, an Arabist in the tradition of Gertrude Bell, an archeologist with the second complete temple dug in South Arabia to her credit, and above all a writer of travel classics. Now this woman of "distinction and femininity"—to borrow her own description of someone else—is being introduced to American readers. "The Freya Stark Story" condenses three books published separately in England. The first and longest, "Traveler's Prelude," takes the author from her birth in Paris in 1893 to parents soon estranged, through her difficult and nomadic childhood, her years as factory worker, wartime censor, and nurse on the Italian front, and her holidays as mountain climber, to that moment when she conquered illness and poverty and realized her ambition to sail for the Levant. "Beyond Euphrates," the second book, describes the solitary travels in the hills of Persia which won her the recognition of the Royal Geographical Society. At the end of the third book World War II is beginning, and Freya Stark has just arrived in Aden as a member of the British diplomatic service. She is forty-six and famous, but her curiosity is as fresh as upon that day when she was three.

"The white road is there with a film of dust upon it, swinging downhill, and the open, high cathedral feeling of the world . . . All through life the actual moment of emancipation still holds that delight, of the whole world coming to meet you like a wave."

EVER since Mrs. Trollope American readers have cast a somewhat jaundiced eye on English travel books. The English travel so expertly; they hop about among the unfamiliar place-names with so much verve and confidence. Every traveler appears to have means of his own, however meager, and the people in the book, people named Vyvyan or Viva or Venetia or Sir Charles, are constantly having to be sorted out mentally or looked up in the index.

"The Freya Stark Story" is like many an English travel book in that we are always conscious of the author's good taste. In the Arabian sections the reader who does not know a *keffiah* from an *'ighal* will sometimes find the going sticky. With these reservations, however—and to many people they will not be reservations at all—"The Freya Stark Story" is a beautiful book.

Opened at random, the book has scarcely a page without riches. The Dartmoor road, by pony cart, "drew out unending among hills with fields of turnips, grass, or clover, or ribbed loam," and in winter the shadows of hedges "wheeling across the snow," and after rain the ruts dipped in and out of the puddles "like ribbons, with a ruffle of curled mud at the edge."

The desert train, crossing the pale earth of Iraq under a wide white sky, is "washed through and through with light, surrounded by emptiness." Until one has seen what Miss Stark can do with landscape it does not seem possible that there could be so many good one- and two-syllable words in the language.

What remains with the reader, however, is the impression of Freya herself, full of prejudice and gaiety and courage. "As if an *elbow* could ever lead anyone astray," she snorts when her sister is turned out of a church in Padua for having sleeves only to the elbow. And on a tiny jut of rock in the Alps, threatened by waves of panic, "with no foothold behind and no handhold in front and the far drop of the valley below," she is steadied by a thought—"that the worst that could happen would be to fall and die."

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The Saturday Review

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The First Order of Business

WHAT is the real issue in the debate over free trade? Is it American protectionism versus world economic health? Is it the coddling of certain American industries as against our responsibilities as a member of the world economic community? Is it the American standard of living as opposed to world betterment?

No; these are not the real issues. If the debate over world trade is to mean anything it must begin with the fact that the real issue lies outside economics. The real issue is an historic one. For free trade cannot exist except under certain conditions. It cannot exist in an unstable and insecure world—a world without adequate means of protecting itself against surprise aggression and war. True, efforts in the direction of enlarging free trade can contribute to world stability; but such gains are comparatively minor alongside the massive factors having to do with world instability and chaos.

In the context of today's world free trade can help to bolster the free nations, but it can be maintained only through a certain measure of economic and political integration among the nations involved. In Europe, for example, it is already clear that efforts to promote Continental trade are inextricably tied up with the basic need for overall political organization. For free trade is much more the effect of an ordered and healthy world than it is the cause of it. To argue that the world can never have economic health unless there is free world trade is like arguing that a man who is locked up in a dungeon will not be healthy until he can have good food, clean air, and exercise.

Similarly, a healthy world economic community is possible only when the peace is assured—in short, a world possessing the ability of enforceable law. The world cannot expect to find economic sanity in political anarchy. So long as 50 per cent of the world's economy is diverted to war preparations there can be no long-range basis for economic stability. If nation after nation is going to slide into an inflationary spiral because of an unstable war economy, if individual pay checks are to have ever-increasing deductions in order to pay for expanding armaments, if business is to be taxed beyond the point where incentive is possible, then the free-trade issue becomes somewhat academic.

A large part of American industry has a vital stake not only in world trade but in overseas investments. That trade and those investments depend only partially on the business policies and operations of the corporations involved. Overwhelmingly they depend upon a workable peace. It is at this point that we observe one of the great paradoxes of American business. Enormous sums will be spent by corporations to safeguard their investments, but surprisingly little thought and effort will be given to the overriding factor affecting their future—namely, world peace.

In this sense, of course, the paradox is not limited to business with foreign interests. The main problem for American industry today—as it is for every aspect of American life and for the individual American—is freedom from war and the threat of war. America has no real defense against atomic attack despite all the billions that have been spent. There can be no defense since it would take a relatively small number of guided missiles with atomic warheads to devastate our cities and industrial concentration. To be sure, there is the power of instantaneous retaliation as a possible shield; but that by itself may not be enough to dispel the growing tension and hostilities that could bring on a war. Moreover, our vulnerability is much greater than that of our possible enemies because of the dominant agricultural nature of those countries.

Businessmen pride themselves on their sense of anticipation. They believe in looking ahead, in planning for all contingencies. They operate vast research establishments not only for the purpose of anticipating future demands but in order to be ready to meet those demands when they arise. They take out insurance to protect their business interests against anything that has as small as a 1 per cent chance of happening. They will protect themselves against tropical squalls even though they are located far north of the tropical region. They will install elaborate fire prevention and fire-fighting facilities. They will put their employes under bond.

BUT what about the eventuality of war? This, plainly, is something that the people would just rather not think about, or perhaps the thought is dismissed by assigning total responsibility to government. Yet, neither the danger of war nor the consequences of war, if it comes, is within the ability of government alone to handle adequately. What makes our age different from previous ages is that the question of war and peace has become too large for governments to manage by themselves. In fact, national governments by their very nature tend to resist doing that which is absolutely essential to create a workable peace; namely, to build a truly effective world authority with sovereignty of its own and authority strong enough to protect freedom where it exists and to underwrite world security. The momentum for the making of such a system of world law may have to come from the people inside the nations and the organizations and institutions through which their sovereign rights as citizens are exercised.

If the leaders of American business were to spend half their time studying ways in which the United Nations could become truly effective, that time allotment would not be too large in terms of their business interests. If American industry were to contribute one billion dollars for research on the basic conditions required for building a world society under law, that sum would not be too large considering the possible return on the investment. The first order of business today is a design for a workable peace. —N.C.

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LETTERS TO THE EDITOR

GPB (CONT.)

IT'S A FAIR ASSUMPTION that I read with interest Henry (Blackman) Sell's retelling of the discovery of "Gentlemen Prefer Blondes" [*SR* Dec. 5] and A. E. Hotchner's letter in the same issue.

I let that issue of *SR* remain in my portfolio until I could have it read by my wife, Nelle, because experience has taught me that she is a perceptive reader.

I said to her, "Look, Henry Sell's called me a dirty name!"

"What sort of dirty name?" she asked.

"I can't even pronounce it!"

"Let me see it," she commanded. "Hmm . . . the word is *schizotrichiatic*, pronounced schizotrichiatic. So *that's* what I'm married to!"

Henry, how could you, when you know I'd much rather split a sliver of that excellent Sell's liver pate with you?

But Mr. Hotchner's letter was a hair from a different head. He is a capable writer, and his piece about GPB, originally published in *Theatre Arts*, was interesting and enjoyable. It was, unfortunately, without basis in fact so far as the magazine publication is concerned.

Although Henry Sell has pointed out to Mr. Hotchner the error of his ways, here are a few more corrections:

The voucher for the purchase of GPB was dated September 4, 1924. The series was published in *Harper's Bazaar* from March 1925 to August 1925.

However, Mr. Hotchner, quoting a friend, says "It (GPB) languished in *Cosmopolitan*'s safe until Long left the magazine and until Henry Sell . . . came across it, read it . . . promptly began serializing it."

As a matter of fact, Henry Sell left the Hearst organization in the middle Twenties to start two or three new and even more successful careers for himself. Ray Long didn't leave the Hearst organization until 1931.

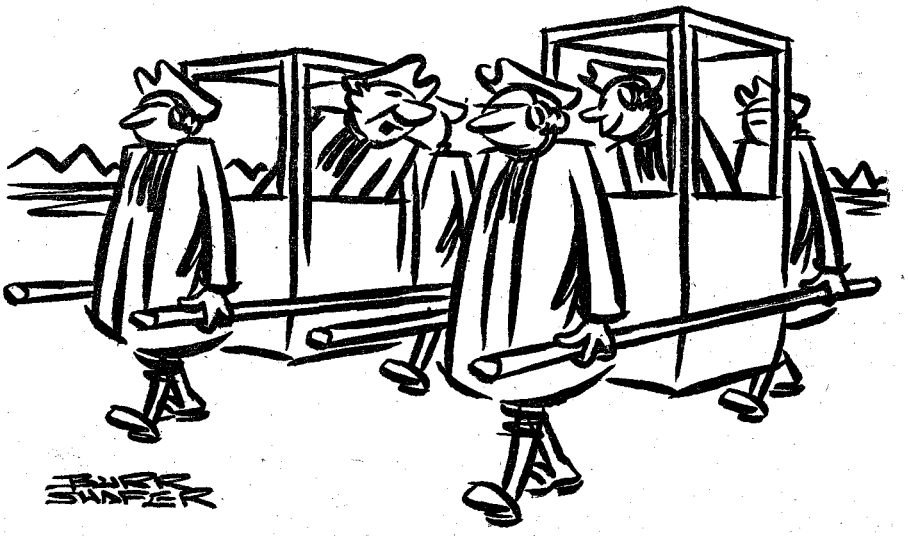
WILLIAM C. LENGEL.

New York, N.Y.

AUNT LIZZIE VS. AUNT SOPHRONIA

DALE WARREN certainly seems to imply that the old familiar phrases are dead; gone with the suspirations of Aunt Liz, [*SR* Dec. 5]. . . . But it seems to me that the old familiar phrases plug along in a pedestrian fashion and sound as if they are still good for the long haul. With few exceptions the old phrases are still in common use among us, and when the thousands of our American friends come north to enjoy a holiday in this foreign land of Canada we use the same language made up of the same aphorisms, idioms, adages, axioms, and much the same colloquialisms. We also exchange quips, catch-phrases, pert sayings, and slang terms of the May-fly type that both of us will have forgotten when spring rolls around next year. . . .

Mr. Warren says "white collar" and "stiff-necked" are losing ground because



"How are yours on hills?"

of a change of dress. The implication seems to be that the stiff neck was due to the starchy collar, but my Aunt Sophronia reminds me that somewhere in The Book mention is made of a perverse and stiff-necked generation that knew not the white collar. She tells me further that stiff-necked in this ancient case referred to the failure of the perverse generation to nod their heads in assent. I pointed out to Sophronia that this might not be fact for it is reported that Australian aborigines shake their heads sideways to mean yes; maybe the perverse ones did likewise. But she remained unimpressed; she replied with a touch of sarcasm, "Yes, and some of the rest of the people do too; if that is the depth of your perception it probably accounts for your being a bachelor at your age."

D. F. MCRAE.

Carlyle, Canada

ENLIGHTENED SELF-INTEREST

IN RESPONSE TO Garfield R. Morgan's recent request [*SR* LETTERS, Dec. 26] for some further comment on my use of the phrase "enlightened self-interest" [*SR* Nov. 7], I do not know who originated or first popularized the expression. I first recall hearing it about thirty-five years ago in a college economics course when it was associated with the eighteenth-century economists and philosophers who had such an influence on our founding fathers. Economically the American dream has always been that freedom of enterprise will yield material benefits as rich as freedom of conscience in the religious sphere or freedom of inquiry in the sciences. In my discussion of "The Last Fifty Years—and the Next" I perhaps placed too much stress on the nineteenth century and not enough on the eighteenth. Woodrow Wilson was a child of the nineteenth century. Franklin Roosevelt was more a child of the eighteenth. And President Eisenhower, who received such solid instruction in the fundamentals of the American faith, as even more an eighteenth- than a nineteenth- or a twentieth-century product. It was with that original, pure Americanism that I was identifying him, and his own frequent use of "enlightened self-interest" struck me as a revealing phrase. I am sure it began to circulate before 1900, but the inspiration, I believe, lies even further back.

QUINCY HOWE.

Urbana, Ill.

KOPPA PI RHO

BEING A CONFESSED AMATEUR in the field of philology, I do not dare to protest against any of the statements in Frank Denman's article, "The ABC Around Us" [*SR* Jan. 2]; but I should like to ask clarification of two points:

(1) Greek grammars state that the symbol used by the Greeks for 90—a letter consisting of a circle resting on a short vertical line—is the obsolete letter *koppa*, and that this letter used to come between *pi* (= p, numerical value 80) and *rho* (= r, numerical value 100) in the alphabet. Is not this letter a more reasonable origin of Latin Q than the Greek *phi* could ever be?

(2) Just why should printed letters modeled on hand-written forms be "a perfect horror on the composing machine"? Does not the striking of the E key set an E in its proper place in the line, regardless of whether the form of that letter be Black Letter, Vogue, or anything in between? I have no wish to defend Black Letter on esthetic grounds, but Mr. Denman seems to imply that the form of the letters is an actual mechanical inconvenience to typesetting, and this I fail to see.

GORDON G. EVANS.

Billerica, Mass.

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HARRY A. BULLIS: *Portrait of the "New Businessman"*

By LEO CHERNE

For a representative example of the "new businessman," Leo Cherne has chosen Harry Bullis, chairman of the board of General Mills. Mr. Cherne is executive director of the Research Institute of America.

A FEW days after President Eisenhower's election Harry Bullis, a six-foot-two businessman from the Midwest, addressed a meeting of the Board of Directors of the United States Chamber of Commerce. For the great majority of businessmen the hour was one of rejoicing. To Harry Bullis it was a time for sober assessment and responsibility. As he told his fellow members: "Let's not sell ourselves down the river by getting too self-interested. We are not the main economic factors of the country. Our factories, our laboratories, our companies—vital as they are to national economic strength—are not the deciding factors. The American working man and the working man's family, and the white-collar worker and his family, constitute the dynamic economic units of this country. They want to know about their jobs, their homes, their savings accounts, and their sons of draft age. President Eisenhower will have to face the downbeat music of their mass economic doubt. To check these doubts, the President must have in his Council of Economic Advisors eminent economists and other leaders who are acutely sensitive to the things that trouble millions of voters—mainly insecurity, mass unemployment, instability of the business cycle, and failure to contain Communist aggression. As for us, we must make the moral climate of the business world better than it has ever been."

The man who spoke these words is one of the giants in the new American industry in which the people who make the decisions are the managers, not the owners. In thirty-four years his drive towards success has taken him from obscurity as a flour mill hand to prominence as chairman of the board of General Mills, a company which annually does a half-billion-dollar business.

There is yesterday and tomorrow in the conflicts that move him, though he is hardly aware of it. Government in business worries him, but he sits as Treasurer of the National Planning Association, one of whose functions is to pioneer the orderly intervention of government in business. "Government? You just can't give all the economic control back to the States. There are things the Federal Government must do. Planning is essential in our complex economy. Complaints about government frequently depend upon whose ox is being gored. You have to be larger than the personal interest of your own company or your own pocketbook. The great phenomenon of our time is the tremendous rise in earnings of the large body of American wage earners. The worker is not only a member of the productive team, but also the great American customer. Some of the old war horses in industry haven't learned this, but the intelligent businessman has known it for some time."

HARRY BULLIS has never forgotten the simple hard days at Simpson College Academy, in Iowa, where religion, mathematics, Spencer, Tom Paine, and William Howard Taft pointed a boy's way to the university for which he hungered. His service in World War I entitled him to a period of government-paid education in England. Despite his commanding officer's strong recommendation of Oxford or Cambridge, Harry Bullis selected the Fabian atmosphere of the London School of Economics. Instinct makes him defy the stereotype. He admired Franklin D. Roosevelt without trusting him. For fifteen years he was in the top councils of the National Association of Manufacturers as a dissenter. But Bullis is not a rebel; he is a businessman.

He brought General Mills to the point where in 1953 its sales reached the new high of $483,000,000. Ninety per cent of the flour that goes through this greatest milling operation in the world is destined for the tables of America. Less than 10 per cent of General Mills' vast income comes from overseas trade. Yet Bullis's preoccupation with world trade takes a substantial proportion of his time. As he approaches the age of retirement from the company, this man from the Midwest concentrates increasingly on his dream of peace, his childhood lesson of brotherhood, his lifetime goals of decency and fairness; and his method is preparation and hard work.

This is Harry Bullis, the businessman.

"How do I see myself? I'm an aver-

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age American. I haven't the culture I wish I could have had. I haven't read the books I've wanted to. I haven't done many of the things I should have done."

In his teens he stammered. For five years he worked as a bookkeeper to earn money to enter the University of Wisconsin, where he sought to overcome his handicap. He was no Demosthenes, pacing an empty beach with stones in his mouth. Fear and hunger and need in his heart forced him into university debates. "Learning to speak increased my self-respect and self-confidence—which is about all we've got in life anyway. I missed out on so much. I didn't learn the wonderful graces. I didn't dance. My mother didn't want me to play cards. I never learned to play tennis. I think I would be a lot more natural now if I had some of these things.

"My wife says I'm foolish and she's right—foolish because life rushes by and I haven't read or relaxed. I'm proud when the Metropolitan Opera visits Minneapolis, as it does each year, but I only enjoy the music that has a familiar melody—music that I can follow. I try to get there early enough to read the program. If I know the story I can enjoy it so much more.

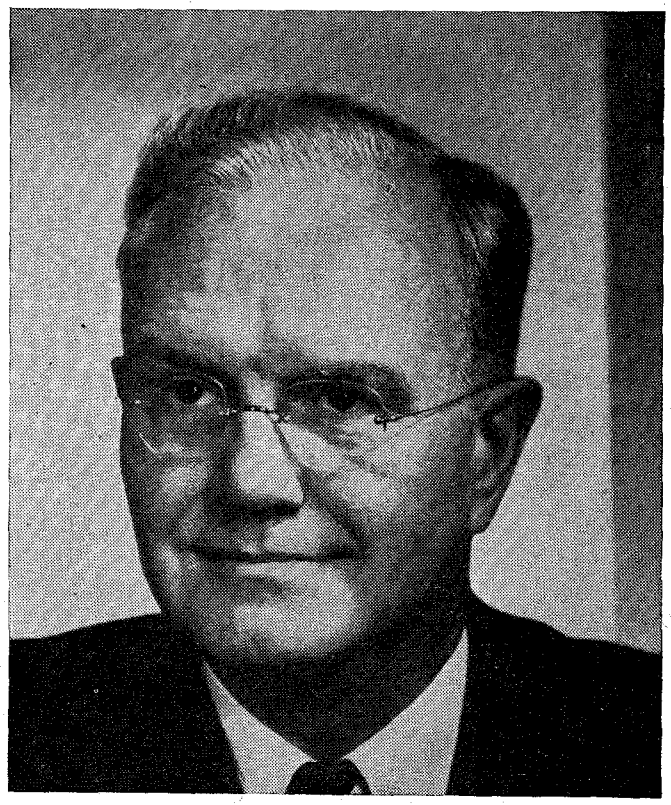
"I don't think I like the new paintings, but I don't know much about painting. The education I had was the most important thing in my life. I hate to see education becoming more and more specialized. We can't have enough of the liberal arts and we're running from them. I'm an average American and I'm only as good as the preparation that was poured into me. I did try hard. God knows, I tried hard. When I was a bookkeeper at sixteen I remember my boss saying to me, 'The $60 a month you're getting is more than most engineers make. Why would you leave this job to become an engineer?' I couldn't explain it to him then. I think I'm much better at explaining things now because I tried to learn how. But I did tell him, 'If I can make $60 a month without knowing anything, how much then could I make if I had learning in me'!"

Harry Bullis considers himself an average American. Every two or three weeks he writes a letter pouring out his concern about the country and its problems, the world and its aching unrest, to another "average" American, his good friend Ike Eisenhower. And the President writes back. An intimate correspondence that tells of the burdens and frustrations of the White House, of leadership in a nation and a party, must necessarily be privileged.

But Harry Bullis is an American businessman. He holds no office and has no hesitation about quarreling publicly with men in Congress. "Take Senator McCarthy. He apparently wants, above all else, publicity. And in order to obtain it he does make at times some unreasoned outbursts of demagogy. I don't like what he did to people like General Marshall, who I know are not Communists.

"Any effort to eliminate real Communists from Government is not debatable. But I don't like a U. S. Senator to act as though he were President of the United States. As a lawyer he doesn't always stick to the facts. We're trying in the United States to accomplish what Great Britain has done, to make public service a career. McCarthy is frightening them off. The best men don't want to go down to Washington. Instead of smoking out Communists in the Truman Administration, we'd better do something positive ourselves."

Of Hubert Humphrey, the Democratic Senator from his state, Harry Bullis talks with some sadness: "He's extremely intelligent and intensely hard-working." And as these descriptions come from Bullis's lips you see memory turning back to the precise and unforgiving Methodist precepts of his youth: "But he's an opportunist. I remember when the U.S. Chamber arranged to listen to him. Some of my colleagues protested, but I insisted that as Senator from my state he was entitled to be heard and judged solely on what he said. But I warned them in advance, 'When he's finished speaking there won't be one of you who isn't sold, but if you ask him questions and he answers them he'll have lost the sale he made,' and this is exactly what happened. I'm sorry about Hubert. I'm sorry about his greatest handicaps: he thinks too fast and he speaks too well." There is almost envy in Bullis's voice that these gifts are not his—and some relief that he is not responsible for the consequences of what he considers glibness.



Bullis of General Mills.

THE common plaint of businessmen, "haven't got time," falls frequently from Harry Bullis's lips. As a youngster intent on education, he never had enough time; he worked until five and studied until twelve. "I never wanted to work overtime because I felt that the hours after five o'clock belonged to me," he says. "These were my hours for learning. And so I kept thinking up new methods of getting the work out so as to be sure to be finished at five. But they kept on thinking up new ways of giving me more work."

Nor has Harry Bullis, chairman of the board of General Mills, enough time now for the endless challenges before him. Yet hardly a day passes without a contribution of his energy to a meeting of the Association for the United Nations, or the Board of the Wisconsin Alumni Research Foundation, or the Committee for Economic Development, or the Fund for Adult Education, or the Council for Financial Aid to Education, or the Salvation Army Advisory Board, or the American Korean Foundation, or the Chamber of Commerce of the United States. Without "much time" he devoted three months to a vital study of the work of the Mutual Security Program on Formosa.

Sixty-three years old, Bullis neither smokes nor drinks. He prays to his God daily for guidance and follows the motto that hangs in his office today,

(*Continued on page 57*)

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CREDO

Frank W. Abrams has just retired as chairman of the board of Standard Oil Co. (N. J.). He is a trustee of Syracuse University and is on the board of the Ford and Sloan Foundations.

By FRANK W. ABRAMS

EVERY American businessman knows he does not earn his living in an isolated compartment somehow separated from the rest of the life of the nation. He is not just "a businessman." He is first of all a man and an American citizen. His livelihood depends upon his ability, sometimes alone but usually in association, to make a profit out of competing with others who serve the needs of his fellow men. He succeeds most when he serves best the interest of the largest number of people.

For business is but part of a whole—one of the many great threads that make up the fabric of American life. It is the process by which a democratic nation attends to its material well-being and strength. Business has demonstrated the reciprocal benefits of the incentives of freedom: how the dignity and worth and well-being of the individual can be enhanced; how the general welfare can be served; and how business succeeds in the process.

The responsible businessman knows that a free flow of innovation, new technology, and improved products is an indispensable requirement of a dynamic society. It is part of his job to stimulate that flow.

He considers competition in products and prices a basic tool of progress. He looks upon limitations and regulations that dull the sharp edge of competition—for whatever reason, by whatever means—as potential or immediate hazards to progress.

He notes that improved transportation and communication are resulting in a shrinking world and he sees an expansion of the business community beyond national boundaries, to the point where national well-being is tied to the well-being of the rest of the world. This requires, in his view, attitudes toward international trade that recognize the necessity for lifting the barriers against an increased flow of trade and for the stimulation of more liberal trade and investment arrangements among nations. Indeed, he begins to feel that perhaps gradual relief from international trade and investment restrictions may be an essential part of the worldwide development of democratic political institutions.

Since business is an activity voluntarily engaged in by many people for their common benefit, he looks and works toward a better understanding of the mutuality of interest—among owners of business, its managers, its other employes. It seems to him clear that as this understanding is achieved the allegation of class conflict in our society falls to the ground, and with it the fallacious propaganda claims of our authoritarian foes.

He recognizes that mutuality of interest calls for a diligent attention to the security of those associated with an enterprise and for constructive measures to achieve that security within the limits determined by the nature of a business and by factors of personal initiative and effort.

He looks upon voluntary action beyond that of earning a living or taking a profit as a characteristic of free people and a hallmark of American society. He puts a high value on those self-starting activities that result in organizations, committees, and councils to do things that in other countries might be left to government, or left undone. He knows that business benefits by this tradition of voluntary action and sees it as a great bulwark against the encroachment of big government. It seems to him appropriate that business should support, through contributions and otherwise, such voluntary efforts to meet the valid needs of people.

As an American citizen he shares the hope that the United States will always deserve to be regarded as a showcase of the free society in action, moving from achievement to fresh achievement. He sees business as an exhibit in this showcase which displays the superiority of competitive enterprise over any other economic system ever devised for spreading the material benefits of freedom over a whole nation.

He sees business as a means toward an end—in the same way that political institutions, education, and professions are means to an end. That end is making life in a free society better. In fulfilling the functions of business as the means toward the end of a just and decent society he believes that business managers meet their obligations to the ever-growing number of people who are the owners of business.

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The Geopolitics of Industry

Clarence B. Randall, *president of the Inland Steel Co., who has been hailed in many quarters as a symbol of social consciousness in business, recently published his business credo in a book called* ***"Freedom's Faith."*** *It is reviewed here by Warren Lee Pierson, chairman of the board of Trans World Airlines and chairman of the United States Council of the International Chamber of Commerce. Mr. Pierson recently retired as the U. S. representative on the Tripartite Commission on German Debts, with the personal rank of ambassador.*

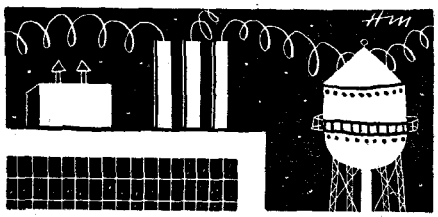
By WARREN LEE PIERSON

PEOPLE are always eager to learn the methods of a successful businessman. While Clarence B. Randall does not tell us in "Freedom's Faith" (Little, Brown, $3) *how* he reached the top rung of the economic ladder, his clear recital of what he strongly feels and believes helps his audience to learn *why*. The book, therefore, is an excellent, though probably unintended, self-portrait of an unusually gifted and sincere man.

The American public has come to regard Clarence Randall as a symbol of social consciousness in business. I doubt, however, that the phalanx of vested interests would give its full approval to this appraisal or that the author's own keen individuality would permit him to accept the nomination without qualification.

Perhaps Mr. Randall is best known outside of his own industry as the man who had the courage to quarrel publicly with a President of the United States—and won. He is also a man who has risen by his own conscientious efforts to head one of our great steel-making empires; a businessman who has written a book on civil liberties; and who is currently serving as chairman of the Commission on Foreign Economic Policy, whose recommendations are awaited with great anticipation at home and abroad by everyone interested in foreign affairs and foreign trade. When such a man takes time to sum up the principles by which he lives the results are certain to be worth reading.

The early part of the book is devoted to an assessment of the physical and spiritual assets which have made America great and of the forces he believes threaten our preeminence. Although recognizing our rich endowment of natural resources, he asserts with great eloquence that the secret of the power of America is not to be found in its mountains, mills, or fields but must be sought in the minds and hearts of our people. Were it otherwise "the American Indian could have conquered the world."



"Freedom's Faith" contains the best attempt I have read at defining that over-used expression "the American way of life." Although frankly admitting the imperfections in our society—some examples are given which will distress the reader—he contends that it nevertheless permits full development of the potential powers of the individual, that it recognizes the dignity and worth of human life, and more than any other political system permits a freedom of choice for the individual in his every activity. With these benefits there has also developed a high degree of self-imposed restraint and a growing sense of responsibility to the public.

No greater service can be rendered to society than for leaders in all walks of life to call attention to our manifold blessings. Certainly, as Mr. Randall would be the first to admit, perfection has not been achieved. Even so, if each of us took time out to examine our own conduct and silently pledge our individual and personal best efforts to improve the legacy we have inherited there would be little cause to fear any serious inroads by the blight of Communism or the enervating effects of Socialism.

TO MANY readers it will come as a surprise that the author of "Freedom's Faith" finds the principal threat to our institutions not in the leftists elements or "social planners" but in what he calls the "cheaters" in business and in unions. These he defines not as the obvious criminal wrongdoers but the men who "commit themselves to policies and practices which if employed by all would weak-

THE AUTHOR: Clarence B. Randall, an industrialist best known in steel and union circles, broadened his range of acquaintanceships dramatically one night in 1952 when he got a coast-to-coast introduction to the American people. The date was April 9, a day after President Truman had seized the nation's steel mills to avert a strike. Over radio and TV networks Randall, speaking for several billion dollars' worth of seized steel property, charged that the President had acted "without the slightest shadow of legal right." The Supreme Court, it turned out a couple of months later, sided with Randall, six to three.

Randall's selection as the steel industry's rebutter topped a career then sixty-one years old, some of the high points of which were: born in N.Y. in 1891; graduated Harvard Law in '15; served as an officer in World War I; was a lawyer in Michigan until 1925, when he joined the Inland Steel Company of Chicago; chosen president of Inland, among the USA's ten biggest steel producers, in 1949. *Fortune* has described his social philosophy as a type of "humane conservatism," without traces of Midwestern isolationism. He is a kind of *rara avis* among businessmen in that he actually writes his own speeches.

"Industry's story cannot be told by professional writers and public-relations specialists. It can only be told by people who know the subject and make policy on it," he says. Further, Randall is in favor of articulate people; one story has it that he is apt to remove his desk pad from an engineer's reach, saying, "Put it into words, please." These days Randall is busy as chairman of the Commission on Foreign Economic Policy, a post he was appointed to by President Eisenhower last summer. His job: to review our overseas economic policy and turn in fresh ideas on the subject. The Randall Report, expected by Congress shortly, should make things nice and controversial in the House and Senate.

—BERNARD KALB.

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en the system of free enterprise." Mr. Randall rightly believes that genuine competition is inherent in the industrial fabric of the United States and he castigates those businessmen who do not wholeheartedly embrace this philosophy.

TURNING to labor unions, the book points out the peril to our institutions which arises from the misused power of labor leaders to call crippling nationwide strikes; to force "featherbedding" practices on industry at the cost of the consumer; and otherwise to foster the very monopolistic evils of which the business community was once accused. Although a strong case is made of the excesses of which unions are guilty, Mr. Randall's conclusion is that the cure lies not in new laws but on the voluntary assumption of "full social responsibility" by the labor unions themselves. This may be wishful thinking but it illustrates a personal attitude of tolerance on the part of the author.

In his chapter on "The Price of Greatness" Mr. Randall displays a keen appreciation of the international status of the United States and of the vital importance of its activities overseas. "We are the unquestioned leaders of the free world," he writes. Whether this is a serious disaster or a privilege, "the fact... is incontestable."

For several years I have been saying much the same thing and doing my utmost to point out to fellow Americans that through the march of history we have fallen heir to far-reaching and sometimes onerous responsibilities. It is heartening, therefore, to find a leading industrialist who himself served on the staff of the Economic Cooperation Administration write of the Marshall Plan that "no President of either party would have dared take the risk of denying aid at that critical time."

That Mr. Randall has carefully evaluated our postwar foreign aid policy is evident. He is not disturbed —nor should anyone be—by the ingratitude argument and, while the lack of firm policies and of experienced administrators hampered the program, he recognizes that the present comparative well-being of Europe is the result.

An example of the author's sensitivity and reflection is his concern whether in advancing our goal—that of American security—we bring about conformity with our plans by the use of force, meaning in this case not guns but dollars, rather than persuasion. He sounds a clear note of warning, with which I heartily concur, that in matters such as European economic integration and in the surrender of the sovereignty of European countries our role may be to counsel as a friend but not to compel.

While wishing a full measure of success to the new European Coal and Steel Community, better known as the Schuman Plan, Mr. Randall appears to have some doubts as to the lasting stability of this first supranational structure, as well as misgivings that it may have been brought into being by strong pressures exerted by American officials.

His remarks highlight a very real problem faced by our Government in its foreign relations. As a people we are impatient of delay, especially of what sometimes appears to be stubborn, if not plain ornery, procrastination on the part of those we are trying to help. It is not always easy for American officials in Washington, charged with doing a job, to remember that they are dealing with highly sensitive, proud peoples with their own long and brilliant histories of achievement. Ancient rivalries, the memory of cruel brutalities, past glories, and, finally, real and recent suffering, all combine to make difficult the attainment of that European economic and military unity we feel is essential for their and our security.

If I may venture one note of warning it is that public criticism of the policies or lack of policies of foreign countries, whether by our officials or businessmen, should be avoided at all costs. We recognize how damaging such conduct can be when resorted to by representatives of other nations in the United States, and then proceed blithely, and repeatedly, to explain the political facts of life to our friends overseas.

The appointment of Mr. Randall to the chairmanship of the Commission on Foreign Economic Policy makes his views on United States trade policy of top importance. While agreeing that our traditional protectionist role could not be reversed overnight without endangering our economy, he clearly indicates that this attitude must "steadily yield to the imperative new necessity for broadened world trade."

This will not receive the approval of those who insist on tariff protection regardless of the cost to the American consumer. Nor will it set well with the businessmen who get publicly dewy-eyed over "The White Cliffs of Dover" and "The Nightingale in Berkeley Square." They hope that "there will always be an England," but their conception of foreign cooperation does not go so far as accepting competition with British manufactures. There is, of course, a real question whether lowering our trade barriers would actually do much for the English unless and until they increase production and improve their distribution methods. But that is another story.

Mr. Randall comments briefly on the highly controversial subject of East-West trade, by which is meant commercial dealings between the free world and the Soviet and its satellites. He recognizes the highly emotional aspects of this difficult subject, but points out forthrightly that "historically a large segment of central Europe has always traded with the East, exchanging the products of its factories for those of the farm and forest," and he concludes that "it is hard to see how with clear consciences we can take away their normal livelihood and give them nothing in its place."

NO American who values the security of his country will advocate a policy which will build up the armaments of potential enemies. But unless we are prepared to conclude that an East-West war is inevitable it is my view that a reappraisal of this vexed problem is in order. Quite possibly an expansion of "non-strategic" (admittedly difficult to define), traditional trade between the two politically divergent areas would relax rather than increase present tensions.

"Freedom's Faith" covers well its author's concepts of the social responsibilities of the businessman. There are many stimulating and inspiring passages which a reviewer is tempted to quote, but which are better left to the reader to discover and enjoy. There are also some chapters which might well have been omitted or greatly abbreviated. The book suffers from a frequent change of pace, truly eloquent discussions of basic principles are interspersed with interesting but attention-diverting comments on corporate business conduct and practices.

Fortunately, these do not detract seriously from the book, which the reader will lay down knowing that he has been admitted to the inner thoughts of a man who deeply loves his country, who lives by his religious beliefs, and who above all else works daily to make America better, more tolerant at home, and more understanding of less fortunate nations.

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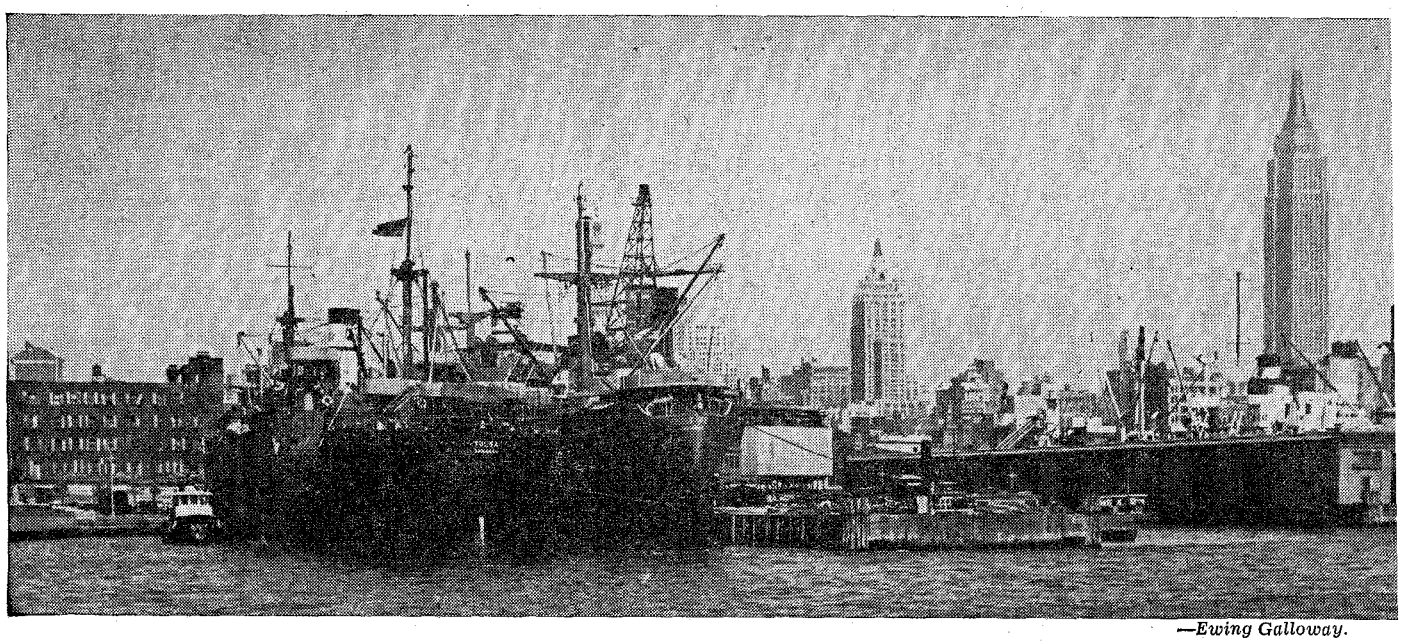

—*Ewing Galloway.*

1. FREE TRADE . . . *Yes*

A PLEA FOR LOWER TARIFFS AND HIGHER IMPORTS

By CLARENCE B. RANDALL, *author of "Freedom's Faith," from which this article is drawn.*

BECAUSE of our greatness as a nation, we have suddenly come face to face with what may be our final destiny. We are the unquestioned leaders of the free world. Some say this was avoidable, some that it was inevitable; some hail it as disaster, some as high privilege; and the debate runs on as to what might have been, as to who made what blunder, if one thinks it wrong, or who should receive full measure of praise, if one believes it right.

The fact, however, is incontestable. Let history say what it will as to the cause, we Americans are up to our ears in world problems, and we must make up our minds what we propose to do about them. There can be no turning back, no "disengaging" as the military say, for the world has us too firmly in its grasp. If we go down now, the world goes with us. However this awesome new responsibility came about, it is now definitely ours, and we must prove ourselves worthy.

For this we are badly prepared, none more so than we in the field of business. Few among us have traveled widely abroad even for pleasure, fewer still have command of a foreign language by means of which opinions can be formed at first hand on international questions, and only a handful have friends in other countries with whom they regularly exchange viewpoints. Concentrating intently on our own production problems, we have been content to pull down the curtain on the rest of the world. We have condemned freely the manner in which our foreign affairs have been conducted, but have contributed little to public debate on the explosive questions of the day, or to the development of that body of informed opinion upon which alone good government can be based. I am afraid that the vacillation and blundering which we have inveighed against have mirrored to a certain extent our own ignorance and indecision.

We need not only a new foreign policy in this country, but a new philosophy that suits our destiny as a world leader, to which we will adhere under all circumstances, and by which we may measure our own accomplishments. Only a man with faith, one who knows what he believes, and why, can lead others, and so it is with nations.

We falter now because we are not sure why we do what we do. Because we have framed no clear code of purposes and objectives, we flounder, and improvise policy in terms of day-to-day expediency, committing ourselves to programs in one area inconsistent with those pursued in another, and oftentimes violating abroad principles that we declare to be sacred at home.

Take international trade, for example.

On the subject of what to do about international trade, we are alarmingly uncertain and divided. No one should blame the government, however, for pursuing, with respect to commercial barriers, policies that are neither clear nor consistent, for the confusion to be found in our official action reflects accurately the state of mind of our people. We simply have not faced the issues squarely, nor thought them through.

The anomaly in our attitudes is very striking, and comes home at once to any thoughtful citizen who studies Europe in the postwar period. Using both persuasion and pressure, we have demanded that trade barriers and restrictive practices of all kinds be promptly removed in order that commerce may flow freely among the various countries. The new common market for coal and steel created by the

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Schuman Plan is an example. We believe that Europe's overall strength will thus be increased, and our own security advanced.

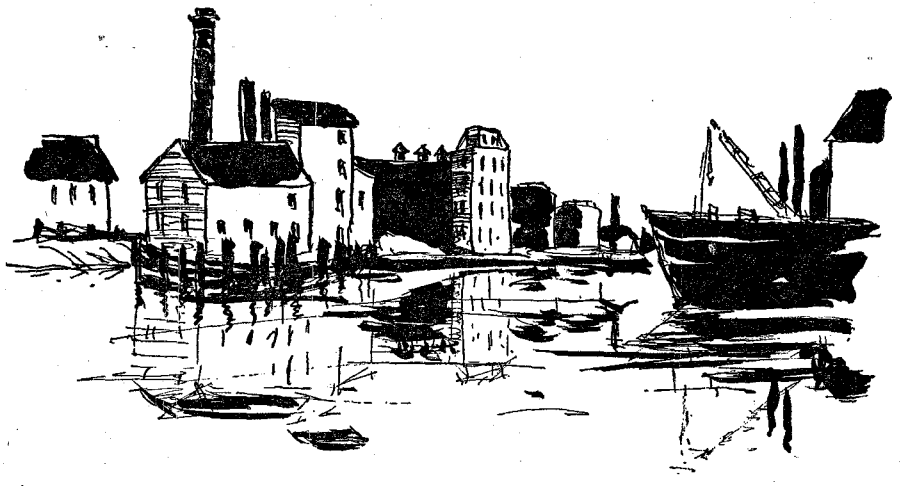
YET we refuse to apply the same principle in the relationships between the United States and the very same countries. Our own tariff barriers have not only not been materially reduced but, on the contrary, in some instances have actually been increased. Hanging over each European manufacturer who might be willing to try to sell to us even in spite of our tariffs is the threat that if he is too successful he will have to climb a still higher wall which we will thereupon erect. It is like a pole vault, where the bar is raised after each jump. In other words, while we have been willing to give generously our dollars to restore economic well-being to war-torn nations, we are not willing to permit them to earn it by entering our markets. Champions of free enterprise based upon competition, we refuse to practise it in dealing with the very people who we believe most need to adopt it.

Now I would be the first to agree that the policy of protection which this country has pursued for so long could not be abandoned overnight in favor of complete free trade without gravely endangering our economy, but I am equally convinced that this historic attitude of ours must steadily yield to the imperative new necessity for broadened world trade.

What a ringing challenge to American industry came out of Detroit in November 1952, when the Board of Commerce of that city, under the able leadership of its president, John S. Coleman, proclaimed the following statement of principles:

> We in the City of Detroit believe in free trade as an ultimate objective. Only policies that contribute toward the creation of a healthy, relatively free world trade will solve the staggering international problems this country faces—both in the economic and political spheres. Only by the establishment of a free and healthy world trade will world peace eventually be secured.
>
> We are convinced that the United States has reached a point in its economic development where high protection philosophies are contrary to the best interest of labor, the consumer, and industry. We believe it illogical to subsidize the world consumption of American products by loans and grants, and at the same time refuse foreign imports.
>
> World trade is a two-way street. We cannot forever continue to sell, if we refuse to buy; nor is

(*Continued on page* 56)



2. FREE TRADE

. . . *No* | THE CASE AGAINST MAXIMUM EXCHANGE OF GOODS

By LELAND I. DOAN, *president of the Dow Chemical Company and a leading advocate of protective tariffs.*

IT IS ALWAYS awkward to be confronted with psychological disadvantage in a debate. That seems to be my particular dilemma in the current controversy over United States tariff policy.

The advocate of free trade, or of a liberalized tariff policy, inherently appears constructive, courageous, humanitarian, forward-looking, while it is not difficult to accuse the advocate of protection of being alarmist, warmongering, isolationist, reactionary, or just plain selfish.

Nonetheless, I find myself firmly on the side of protection and, while there are obviously areas of self-interest on both sides of the argument, I like to think that, by and large, the debate centers around sincere differences of opinion as to the policy which will be in the best interest of America and the other nations of the free world.

Let me say at the outset that I am by no means an isolationist, although I am selfish enough to be more concerned about the welfare of the United States than that of any other nation, however friendly. And if my concern for a strong defense potential makes me appear warmongering it is not that I have lost hope of world peace. It is simply that half a century of world history has left me with few illusions.

There have been some special arguments advanced for the lowering of U. S. tariff barriers. The "Trade, Not Aid" idea is foremost. It is a slogan with a fine psychological appeal. It seems to exude logic, fair play, self-respect. It also has a strong "pocket appeal" to the hard-put American taxpayer who sees in it an avenue of possible relief. Originally it was closely associated with the so-called dollar gap resulting from our excess of exports over imports.

The dollar gap has vanished as our exports and imports were brought into approximate balance during 1953. In fact, it may even turn out that we have imported more in 1953 than we have exported, if we exclude military shipments. In other words, our "aid" is now almost entirely military, and by no stretch of the imagination is it logical to think of substituting *commercial trade for military aid.*

As one of my associates expressed it not long ago, "We cannot simply buy a billion dollars' worth of yard goods or tuna fish and hope that the recipient nation will put those commercially gained dollars into guns." So long as military aid is deemed necessary it must be extended by direct means.

These simple facts are sufficient to

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inject a hollow note into the "Trade, Not Aid" argument. The final blow falls, it seems to me, when it is admitted by the proponents of freer trade that to avoid undue disruption of the American economy it would be necessary to reduce import duties gradually over a period of years.

This is somehow akin to offering a jobless man the promise of a good job if he will just wait around for five or ten years. If the free nations really need an economic boost then presumably the need is now, and a "promissory note" becomes a noble but empty gesture.

A second specific argument is that we *need* to increase our exports. A certain flow of goods between nations is, of course, definitely necessary. However, reduced to simplest terms, our actual trade *needs* stem from the import rather than the export side of the ledger. While we are an unusually self-sufficient nation there are certain commodities which we find it necessary to import because it is either impossible or uneconomic for us to produce them internally. And since we must somehow pay for these imports we must export to a like degree.

When we talk about *needing* exports beyond this point of economic necessity we are, in effect, saying that our productive capacity has outstripped internal demand and we therefore "need" some foreign customers to take up the slack.

This current point of view is understandable enough. The tremendous industrial expansion dictated by the Korean conflict has resulted in some capacity beyond our present domestic requirements, although I personally believe the slack will be taken up internally within two to five years. Be that as it may, if we are proposing to export excess production then in order to keep our trade in balance we must also import in like value. And since we have passed the point of "necessary" imports it follows that the additional imports must be in items we can produce for ourselves.

This leads me to the conclusion that such a procedure would be simply robbing Peter to pay Paul. In order to utilize our full capacity for production of automobiles, shall we say, we must *reduce* our production of men's suits or whatever item we are going to import to balance our trade. In terms of labor, we would lay off a garment worker in Manhattan to avoid laying off an auto worker in Detroit.

While such an accelerated flow of goods would provide a lively business for the shipping industry, I fail to see how it would result in a net advantage to our overall economy.

This brings us to the *desirability* of world trade beyond and apart from actual necessity. Obviously we have always had, and doubtless always shall have, a substantial volume of imports and exports based upon desire, convenience, consumer preference, outstanding productive advantage or disadvantage, and other factors which cannot be placed under the heading of absolute necessity.

However, when we propose a general reduction of tariff barriers, or propose free trade as either an immediate or long-range objective, we are proposing that a *maximum* flow of goods between nations is, of itself, desirable.

This is the real point upon which the advocate of free trade and the advocate of protective tariffs are in sharp disagreement. And it is, therefore, the question toward which the whole argument ultimately resolves: Is a maximum exchange of goods *desirable*?

The theory of free trade is most idealistic. It is the idea of specialization, allotting to each nation or group or area the productive tasks for which it has exceptional skill or other productive advantages, with the result that all are better off for the trading of their skills and advantages.

There can be little quarrel with the *idea*. It is the sort of program we have followed within our own country. In fact, one might say that we have developed it almost into an art. Its global possibilities are therefore tantalizing.

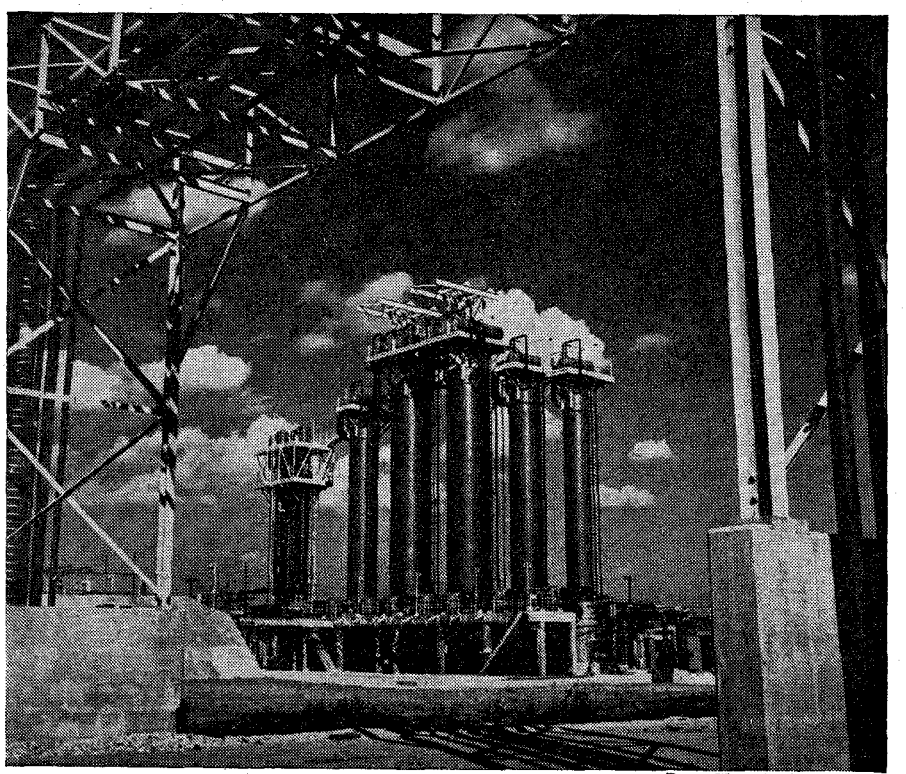
However, any ideal, if we are to be practical and prudent, must be considered with regard to the "facts of life," and the facts of life in this case simply do not mesh with our ideal.

WE must consider that the ideal has been made workable within our own borders because we have been governed by relatively uniform laws, customs, and standards of ethics. We have utilized a common currency. We have set up safeguards against monopolistic practices and other unfair methods of gaining "artificial" competitive advantage. We have placed upon our business enterprises similar responsibilities and offered them the same latitudes of opportunity. Most important of all, perhaps, we have had a long history of internal peace.

When we start thinking in global terms, however, we find, first of all, the ever-present threat of war. We find nations apprehensive, suspicious of their neighbors and of us, jockeying for position and frequently reshuffling economic and military alliances.

Secondly, we find a variety of currencies, most of them inconvertible, many of them unstable, many subject to arbitrary manipulation.

And beyond these obvious facts we find a maze of business and governmental customs, policies, and procedures that are as foreign to us as are the languages of those same countries. The cartel, for example, is odious to American business principles but an accepted and venerable European



—Dow Chemical Company.

". . . industrial expansion has resulted in some capacity beyond our requirements."

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business mechanism. The American business association in general tends to be a service organization, an idea exchange, a medium for raising efficiency or standards of quality or ethics. Its foreign counterpart is more likely to be a mechanism which controls competitive forces, protects marginal or inefficient members, and discourages the entry of new enterprises or new ideas into the field.

All in all, it strikes me as a most obvious conclusion that, whereas we have had a highly favorable set of conditions for "free trade" *within* the forty-eight United States, conditions beyond our borders make it highly impractical. If the ideal is to be workable on a global basis it must be predicated upon a global acceptance of uniform business practices, freely exchangeable and convertible currencies, and an assurance of lasting peace. And I see little hope of achieving any of these in our generation or even in our century.

So, instead of accomplishing the idealistic objective of truly free international trade, which in theory at least might be quite desirable, a general reduction or scrapping of American import duties would extend the plum of the American mass market for easy picking by the industries of low wage countries. And I consider that to be highly *un*desirable.

That statement, of course, raises a whole volume of arguments over comparative monetary wages, comparative real wages, units of input and output, migration toward "more efficient" industries, and so on.

We are rightly proud of our general productiveness, but we had better stop kidding ourselves that we are invulnerable. When all the comparisons are boiled down the simple fact remains that we are considering open competition, in our own markets, with industries paying one-fifth to one-fourth of our wage standards in terms of American dollars.

That simply means that if we are to be competitive we must be four or five times as productive. We may be twice as productive, or even three times, but in most cases we just aren't four or five times as good as our European counterparts. In some cases our productive advantage is completely non-existent or fractional at best.

As for migration of American workers to "more efficient" lines of production, my human instinct rebels at telling an American worker that his skill and experience are no longer needed—that he must start over in a new line, and perhaps move himself and his family to another location, if he wants to eat.

My economic reasoning tells me that we are not displacing him because he is less efficient than the European worker but rather because he is actually *more* efficient and has thereby gained a higher standard of living. If a European manufacturer requires twice as many man hours to produce a mouse trap as his American competitor he certainly is *less* efficient than the American. Yet because he pays only one-fourth the wage rates, in terms of American dollars, he still has a two-to-one competitive advantage in an unprotected American market.

FINALLY, my business logic tells me that American corporations, squeezed by foreign competition and responsible to their investors, will find an answer to their problem in the old saw "If you can't lick 'em, join 'em."

There is talk of subsidy and of "maintenance in mothballs" and other economic ointments for injured industries, but investors will certainly take a dim view of any corporation existing on a Government dole.

How logical, then, for such a corporation to take its capital and its know-how abroad, combine them with the relatively cheap foreign labor, and import the product back into the American market. Even under present circumstances this arrangement is becoming more and more attractive to American management because of foreign wage standards and the relatively lower cost of building plants.

Obviously, any substantial movement in this direction would amount to the exportation of jobs, and such facilities would be of most questionable value to the United States in the event of war.

Meanwhile where are we to sell the expanded output of our "more efficient" industries that must be built up if we are to accommodate our displaced labor force? The very fact that low-wage countries are likewise countries of low living standards should tell us that our chances of developing mass markets abroad are slim.

We should recognize that America's industrial progress and its present high economic and social plane have not come about by chance. We have performed a sort of Operation Bootstrap by providing a whole series of stimuli, incentives, rights, and responsibilities for both individuals and business enterprise.

Property rights, the profit system, the patent system, antitrust legislation, the whole entity of the thing we call private enterprise are part of the package. So are education, minimum wage laws, individual freedom, the institution of consumer credit. So, to my mind, has been a tariff policy which has protected the profits of our business and the wage standards of our labor.

We would be ill-advised to scrap any vital component of this complex mechanism which has served us to such great advantage.

The United States holds a position of great responsibility among the nations of the free world. Its policies must be *guided* by global thinking, but not *dictated* by it to the detriment of its own citizens. And certainly its foremost responsibility is to preserve and protect its own great economic strength.

We have *given* other countries billions in aid to re-establish their war-torn industries and strengthen their economies. We have sent our technical people to them and hosted their industrial managements in our own plants and offices to teach them the secrets of our productive efficiency.

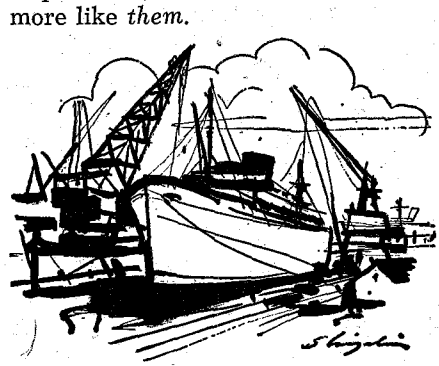
But we cannot stabilize their currencies. We cannot force them to adopt the corporate form of capital utilization as we know it. We cannot force them to adopt minimum wage principles that will elevate living standards and thereby stimulate mass markets of their own, or to abandon deeply rooted class distinctions.

We cannot inject into their businessmen the concept that obsolescence and progress go hand in hand, or force the idea of consumer credit down the throats of millions to whom any form of debt holds the stigma of disgrace. We cannot, by any force or cajolery, convert enemies into friends or erase traditional animosities that are a constant breeding ground for conflict.

In short, we have shown the way, and we have offered the helping hand. But there simply is no way we can change the *mores* of these people or their business systems.

Certainly we have conducted ourselves as a responsible and charitable nation. We would not have it otherwise. We find our way of life good and, being a charitable people, we instinctively seek to "make them more like us." I am confident we will continue these efforts.

In the face of these objectives, pulling the tariff rug out from under our own business and labor would be a step in the direction of making *us* more like *them*.



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3. FREE TRADE . . . *A Survey*

A POLL OF 500 BUSINESS AND LABOR LEADERS, CONDUCTED BY THE RESEARCH INSTITUTE OF AMERICA

1. *Do you believe that the U. S. should actively work for greater freedom in international trade?*

   Yes 92.5% **No 7.5%** **Not sure 0**

2. *Do you favor further lowering of our tariffs?*

   Yes 60.4% **No 20.9%** **Not sure 18.7%**

3. *Is it your opinion that American tariffs should be lowered on individual imports despite the possibility of injury to the particular American industries involved?*

   Yes 44.2% **No 34.9%** **Not sure 20.9%**

4. *Is it your opinion that freer world trade would benefit the U. S. economy as a whole?*

   Yes 83.3% **No 14.3%** **Not sure 2.4%**

THE above box is the result of questions drawn up by the Research Institute of America and answered by 500 business and labor leaders. One of the questions requested of each recipient was a statement of his general position on lowering customs barriers and his specific views on the relationship between export-import policy, U.S. economic health, and world trade stability. Some of the replies from leading business and labor leaders are reproduced here:

Rudolph Faupl, International Representative, International Association of Machinists:

Complicated tariffs and custom barriers have a direct bearing on our internal economy. A gradual and carefully administered downward revised tariff program with safeguards to our national health and welfare would go a long way toward assuring full employment and prosperity in America as well as a rise in living standards abroad. Only if we are prepared to deal fairly with free countries throughout the world can we win the confidence which is essential toward achieving world economic stability.

Gwilym A. Price, president, Westinghouse Electric Corp.:

. . . I am for just as low tariffs as will still permit us to maintain the economic welfare on which the national and, indeed, the international security must depend. But I am for low tariffs on a selective basis, not a whole-hog, universalist, across-the-board basis. I repeat —a selective basis.

J. Spencer Love, chairman, Burlington Mills:

. . . In my opinion, freer world trade would benefit the U.S. as a whole. This does not mean, however, freer trade merely through lowering of U.S. tariffs; that is only a very small part of the picture, and further lowering of U.S. tariffs without reciprocal action in removing barriers in other nations would do us much more harm than good here at home.

George M. Harrison, grand president, Brotherhood of Railway and Steamship Clerks:

. . . The other nations of the world must sell their products to us if they are to acquire the dollar balance with which to continue their purchases of the products of our industries, such as those made from iron and steel in which we have a competitive advantage. By concentrating our production on those commodities which our country is best equipped to produce, and by importing from other countries the goods which they can best produce, we shall increase the total quantity of goods manufactured by the world labor force. Through this process the standards of living at home and abroad will be raised for all people everywhere.

Elliott V. Bell, chairman of the executive committee, McGraw-Hill Publishing Co., Inc.:

. . . I am strongly of the opinion that it should be a part of America's basic policy to work toward the further lowering of U.S. tariffs and customs barriers. Such a policy would, in the long run, be of economic benefit to our own people and would help promote world peace. Having said this, I would like to emphasize that tariff reduction is not a panacea. The elimination of all United States tariffs would not solve all the economic problems of our friends abroad. Neither is it wise or possible to slash individual tariffs without carefully examining the effects which such reductions may have upon individual industries and communities. The important thing is that we should have a settled policy of trying constantly to make progress toward a greater measure of freedom in international trade. It cannot be accomplished overnight, but some gains can and should be made every year.

Eugene Holman, president, Standard Oil Co. (N. J.):

. . . I do not believe that the answer to improved foreign trade lies in the area of tariffs alone. Tariffs are only a small, though important, part of the whole problem. Our Government, other Governments, and businessmen here and abroad, each must develop and implement more liberal and constructive policies in several fields before international trade and investment will make their potentially greater contributions to the world economy. I might stress that high on the list of things which our Government should do to foster foreign trade is to act *consistently*. For example, a roadblock to world trade which is a greater obstacle than any specific tariff is the uncertainty as to how long our tariffs will remain on the books unchanged. The uncertainty of our tariff policy, as distinct from the rate of our tariffs at any particular time, is a great deterrent to foreign businessmen.

Lee W. Minton, International President, Glass Bottle Blowers Association of the U.S. and Canada:

The Glass Bottle Blowers Association for many years was an advocate of high tariff barriers. We felt that only through high tariffs could we protect our industry and thereby protect our jobs. . . . We found that the high tariff protection did not give us the high standards of living which we are continually seeking.

. . . We have learned that by producing bottles faster and better than any competitor, either domestic or foreign, we can secure better wages and better conditions, which of course, are reflected in better earnings for our employers.

The entire tariff question, however, must be viewed with grave concern, especially when other countries are not willing to lower their own tariffs, quota restrictions, and other schemes which stop the flow of goods in international trade. . . . Equality (should be) the keynote of future restrictions. We dare not lower our barriers to the point of self-liquidation if competing countries are not equally willing to adjust their own tariffs in accordance with equity.

Joseph P. Spang, Jr., president, Gillette Safety Razor Co.:

I believe a study should be made on a comprehensive basis. We should also

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eliminate "peril clauses," "shop American" campaigns, and simplify custom regulations.

L. A. Van Bomel, chairman, National Dairy Products Corp.:

I think it would be fine if all tariffs could be lowered, but feel that the difference in labor costs and taxes should be considered after offsetting the cost of getting material to the market in question.

Carlyle Fraser, chairman, Genuine Parts Co.:

American business know-how (principally mass production) will bring about enough additional volume to more than offset any losses due to low foreign wages —thereby raising *our own* standard of living as well as that of the rest of the world. Some businesses will suffer, but after those readjustments have occurred all will be better off and prosperity will continue over a long period.

Morris S. Rosenthal, president, Stein, Hall, and Co.:

An increase in the exchange of goods and services among all nations of the world will be of benefit not only to us but also to the other countries with which we deal and to their peoples. . . . Aside from the importance of increased international trade to the economic welfare of the world, there is the concomitant importance of such economic welfare contributing to the political stability of many countries and of the resultant further development of democratic ways of living. Insofar as our own country is concerned the proper tests are the greatest amount of capital that can be employed in industry and in agriculture and the greatest amount of people that can be employed in offices, in factories, and on farms. If tariffs are further lowered some companies and some industries will be adversely affected. But if our exports are substantially increased thereby and if there is a net gain in the use of capital and in the employment of people that will be to the overall national gain. And it is of the utmost importance that the national interest prevail.

Meyer Kestnbaum, president, Hart Schaffner, and Marx:

(A statement made by Meyer Kestnbaum before the Commission on Foreign Economic Policy on October 28, 1953. The following quote is a capsuled excerpt from pages 5-8 headed "United States Tariff Policy.")

. . . It is clearly in our national interest to encourage the expansion of our foreign trade. This applies to both exports and imports. . . . A more liberal American tariff policy would contribute.

The . . . need . . . is to design a tariff policy which will further the national interest in expanded trade, but which faces squarely the problem of minimizing or relieving hardship resulting from lowered tariffs. May I suggest for your consideration four principles of tariff policy which would help to accomplish that result?

First, reduction of tariffs should be gradual, not abrupt. . . .

Second, reductions of tariffs should be selective. . . .

Third, our tariff policy should minimize uncertainty. . . .

Fourth, there should be means of relieving serious hardship to domestic industries and communities resulting from reduction of tariffs. The means chosen, however, ordinarily should not take the form of continued tariff protection.

Alex Bail, president, Playthings, Jewelry, and Novelty Workers International Union —CIO:

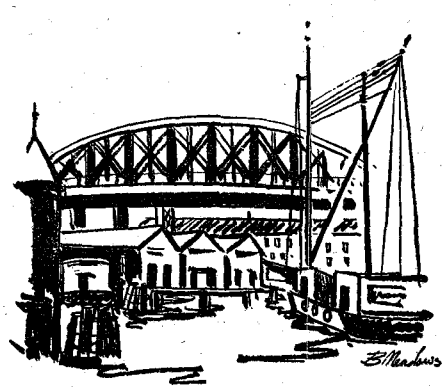
(a) The trend toward greater freedom in international trade stems daily, at present, from our international obligations. Surely the frontiers of our domestic market have not been exhausted.

(b) Within the limits imposed by economic, political, and military pressures from Moscow and its satellites, the health and virility of the free world can be improved by such increase in international trade. As a long-range view our own position can then be improved in the world market.

(c) A study of American industries will show many areas where increased volume of imports can be absorbed without creating violent economic dislocation at home.

(In addition, Mr. Bail sent a copy of a letter to Clarence B. Randall, chairman, Commission on Foreign Economic Policy, dated Dec. 10, 1953. Excerpts below.)

We are aware that our present foreign policy entails aid, under the Marshall Plan, to consumer goods industries in European countries. We have no basic quarrel with this working premise, as against subsidizing heavy industry in these countries. While recognizing the merits of such a working hypothesis and the enormity and complexity of the entire problem we cannot longer overlook the hardships visited on American workers and manufacturers. These have been especially acute for us. American manufacturers and workers can hardly be classed unreasonable if they lack enthusiasm for a program premised on taxing their income for revenue ultimately siphoned off and channeled into the hands of a foreign producer competing, with a running handicap, in the same domestic market in which they operate. These are the problems. They are not readily or easily answered. They not only ask for, they require immediate solution. Our own productive facilities and standards of living are weighing in the balance. Traditional solutions have obviously not helped. If anything, they have harmed, in part because they are ineffective and in larger part because they give the illusion of effectiveness and thereby take away from a real solution. An avenue for help does not lie with Reciprocal Trade Agreements or with the Tariff Commission. Present customs duties are *ad valorem* with respect to these products.



Anthony Valente, international president, United Textile Workers of America:

. . . I speak only for the United Textile Workers of America. Our attitude is based on convention action. First of all, in our commitment several years ago to the Reciprocal Trade Agreement, and again at our last convention in 1952, the officers of our organization were authorized and instructed by unanimous vote to protest and seek to curtail the abnormal imports of wool tops from South America.

. . . We believe each industry must be considered separately and we must be prepared to provide adequately for the displacements resulting from imports. It may be necessary to revise upward and enlarge the scope of social legislation, including unemployment insurance. We do not favor the lowering of tariff and customs barriers if it results in large scale unemployment. World economic stability is not served thereby.

Emerson P. Schmidt, director, Economic Research Department, Chamber of Commerce of the United States:

As we showed in "International Trade, Investment and Commercial Policy," the tariff on dutiable goods has dropped from about 47 per cent in 1934 to 12½ per cent at present. On free and dutiable goods combined our tariff in the same period dropped from over 18 per cent to less than 6 per cent.

Apart from geopolitics and East-West problems it is not so easy to make a case for any substantial overall lowering of American tariffs, although individual rates are unquestionably too high. Furthermore, customs procedures ought to be not only simplified, but should also be more standard and certain. The "Buy American Act" is obsolete and should be abolished.

Finally, nothing should be done which increases dependence in a critical and uncertain world on undependable foreign nations.

Emil Rieve, general president, Textile Workers Union of America:

The reciprocal trade program was, in fact, never a free-trade platform. Whatever verbiage was used to rationalize programs, the negotiators were quite mindful that they would not concede rates which would be really injurious to American industry. Actually, it con-

(*Continued on page 54*)

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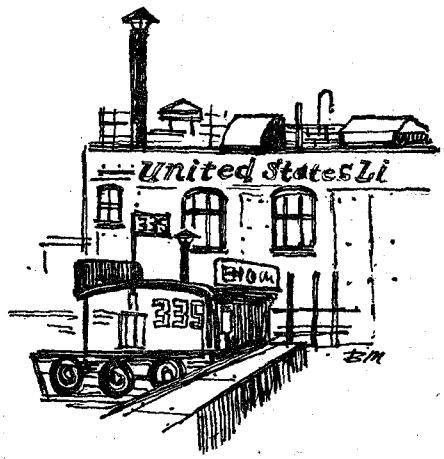
The Domestic Economy and World Trade

Paul Mazur, a senior partner of Lehman Brothers and author of several books including the recent "The Standards We Raise," discusses here the relationship between our internal economy and our external trade.



By PAUL MAZUR

THERE is abroad in the land today a tremendous emphasis upon international trade—specifically upon liberalized, or "free," international trade. To many minds liberal American trade policies have become a sort of cure-all, the perfect way to heal many of the world's worst wounds with a minimum of trouble and delay. On all sides we hear the message, particularly at this season, as we start a new year.

Is the emphasis justified? Of course, American trade policies are important. America is the greatest producer of the world's goods, the largest supplier of the world's competitive markets, the biggest customer of the world's raw materials. As a result, what America does in the international trading area is bound to influence the economies of other nations. And if it is assumed that recessions and depressions create atmosphere fertile for cultivation by Communist propaganda then it follows that we have a vital stake in all the world's economies outside of the Iron Curtain.

The question, however, remains: Is the present emphasis on foreign trade justified? We can admit the importance of foreign trade, but we may still wonder whether in emphasizing it we aren't underrating the importance of our own internal economy.

The fact is that only about 5 per cent of our total national product flows back and forth through the channels of our international trade. In view of this, international trade actually becomes a junior player in our economic drama, and the domestic economy looms as the necessary starting point of all current economic discussion. Obviously, all the talk of liberalized foreign trade would mean very little indeed if anything were to go wrong in our economy at home. Therefore, an adequate knowledge of how our domestic economy works is essential to protect not only the situation at home, but world trade as well.

There isn't space here for a complete discussion of the domestic U. S. economy. There are a few signposts, however, that should be stressed above others.

One of the really important contributions to our economic strength and our material well-being today is the system of mass production that competitive enterprise has built. As a result of mass production, we pay higher dollar wages and produce goods at relatively much lower unit labor costs and selling prices than the world ever knew before. But mass production has done this through an almost microscopic division of labor, with fewer and fewer workers receiving higher and higher wages for producing a given quantity of goods. More recently the U. S. has begun to develop "automation," which intensifies mechanization, reduces even further the manpower per unit of production, and increases greatly the use of machines. The resulting increases in productivity will be significant.

There is, however, a danger in this. If, by some unfortunate circumstance, we should, starting in 1954, begin a decade in which there was no real growth in the national product, the conditions that would obtain would be very disturbing indeed.

In the first place, we must measure the effect of increased productivity. The historical annual rate of increased productivity of manhours averages nearly 3 per cent. By 1964 if the national product had for a decade remained stable in units technological unemployment would total nearly 30 per cent of our present working force, or about twenty millions. In addition, one would have to add to the ranks of the unemployed, as a result of this static economy, that portion of the new workers who sought unsuccessfully to find jobs.

The size of the resulting army of unemployed would be catastrophic—if it were allowed to exist. It is certain, of course, that our society would not countenance even an approach to the limits that seem statistically possible. Close to the starting point of a rising trend of serious unemployment, Government, to protect society against unemployment's risks and disasters, would increase its activity, would create employment opportunities, and from then on would participate more and more actively in the nation's economy.

Obviously, the margin for error on the part of competitive enterprise is not as wide as the prairie. It would be calamitous for competitive enterprise to lose the initiative of creating opportunity. Therefore, competitive enterprise must continue to increase wages through increasing productivity and in addition must contribute constant growth, the other absolutely essential ingredient of our dynamic economy that uses so completely the magic of mass production.

It should be abundantly clear that mass production creates a supply of goods at relatively low prices, and wages at relatively high rates. That contribution is not to be discounted. But it should be equally clear that at the point of delivery the output of mass product adds goods to the shelves of inventory and dollars to the purchasing power of the workers. Unless these goods are taken off the shelves by the conversion of that purchasing power into actual purchases inventories grow first into matters of concern, then into pressure for reduction, and finally into a panic of liquidation.

If mass production is to exert its benign influence and to avoid the basis of recession and unemployment that works within it it is essential that the output of production be absorbed by consumption at an equivalent rate. It is a negative but important requirement to make sure that production does not exceed seriously or in any protracted way the existing levels of consumption. This requires restraints on the part of business, controls upon the part of government, and better measuring devices to be developed by both, and for both.

If production were strictly limited to consumption we would avoid the adverse results of inventory accumulation. Even with this correlation, however, our economy might remain

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by Doris Nash Wortman

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only stable. Correlation of production and consumption would not furnish the requirement of growth so essential for full employment. That ingredient must come from the development and use of positive forces within our economy. And it is from the *consumption* side that these forces draw their sustenance.

If we are to build growth we must build consumption. The historical statistical evidence indicates clearly that in our economy consumption writes the music to which production must dance or die; it is the controlling phase of our economy. A contradiction of this conclusion just does not stand up in the light of an objective analysis of the economic facts.

American consumption, in turn, depends upon mass distribution—the vital force in our economy which allows mass production to *continue* with safety its outpouring of goods from its miraculous cornucopia. Mass distribution actually is the economic label of the social force of the people's standard of living. Thus, the total demand created by the purchases of the American people, to satisfy the material needs and desires of their living standards, spells sales for production and jobs and wages for its workers.

LET us look briefly, therefore, at America's standards of living. The factors that contribute to them are many and varied, running the gamut from wages to research, from avoidance of depression to the constant use of improving sales techniques. New products, better products stimulate demand. More leisure time has helped raise our standards of material well being. The power of instalment buying, or what I prefer to call "fractional selling," has converted millions of families into active buyers of high priced consumers' durable goods like automobiles, homes, television, refrigerators, freezers, and air conditioners.

Within this list of elements contributing to the necessary faster tempo of consumption two deserve particular emphasis: The first is the increased leisure resulting from the two-day weekend that is the concomitant of a five-day work week; the second is research.

The two-day weekend has within it one of the greatest explosive forces for increasing consumption standards in all our economic history. From it is coming decentralization of living—the great growth of suburbia with its derivatives in more roads, more cars, gas, and tires. Like mushrooms, new shopping centers have been springing up to serve the new building de-

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velopments of decentralized living. And this, of course, means millions of new homes and the equipping and furnishing that are their necessary companions. The family unit has become larger, and the father has become a much more integral and vital member of the family group as a result of more time for association; he is even assuming some of the burdens and pleasures of cooking meals in the backyard. "Leisure" time, alone, offers the really great stimulus for consuming products above the basic requirements. And it is this margin above people's stark requirements that galvanizes our economy into per capita growth and its true dynamics.

It is this type of consideration which has led us to regard economics less and less as a quantitative branch of mathematics, and more and more as a qualitative segment of the humanities.

ECONOMICS is not an accurate science; it is, at best, an adequate art, and for this reason few who concern themselves with it agree. Its principles are neither exact nor constant; the criteria it uses for measurement are often elastic; and a rubber ruler is not likely to give accurate measurement. Even its inexact measuring devices change as times and conditions and people's characteristics are differently interpreted by a Smith, a Malthus, a Marx, or a Keynes. Consequently, if we are to plot wisely the economic course of the future we must be able to separate fact from fiction and relegate economic shibboleths and old wives' tales to the museum of wornout theses and contraptions; basic truths must be discovered and distilled out of the available mass of mental acrobatics, "common" sense, horse sense, and nonsense.

Let us assume that leisure time will continue to galvanize the U. S. economy, that as a result of it people will continue to consume above their basic requirements and thus keep the economy growing. Still, an important area of our industrial and commercial development remains in a state of imbalance. This is the area of research, where the distribution of the billions we spend on it annually requires careful and critical examination. The overwhelming proportion of the loaf is used for applied research relating to production, and only the tiniest crumbs are available for sales research. While Government and industry spend billions in discovering new products and better products and new ways of making the same or better products, industry and commerce spend pennies learn-

(*Continued on page* 47)

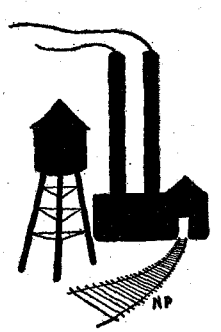
What's in Store for '54

Dexter Merriam Keezer is vice president of the McGraw-Hill Publishing Company and director of their Department of Economics. His forecast for 1954 draws upon data supplied by McGraw-Hill's worldwide news-reporting staff.

By DEXTER MERRIAM KEEZER

THIS is a two-dimensional report on the economic outlook for 1954. In one of its dimensions the report arrays facts which are certain to have important influence on the course of economic events in 1954. In the other dimension it is an expression of hunches and hopes about economic developments during the coming year.

For the world as a whole the year 1954 could be the best postwar year. If events in Asia do not get out of hand—specifically, if there is no resumption of the Korean War—the general tension between the free world and the Communist world ought to decline substantially in 1954. This will not be the result of reaching agreements. Few, if any, agreements of consequence will be reached; and the talk of the leaders of the Communist world can be expected to continue to be as truculent and rancorous as ever. But the leaders of the USSR have such urgent economic business to handle behind the Iron Curtain that they cannot afford any decisively provocative moves. To make their own position tolerably secure they must make concessions to the populace in the form of a higher standard of living which will inevitably detract from both their war-making power and inclination.



In this development there is occasion for hope running beyond 1954. Once the people ruled by the USSR have been allowed greater leeway to become preoccupied with the flesh pots it will not be easy to get them to revert to a diet consisting preponderantly of armament. When *The* [London] *Economist* recently referred to the new Soviet economic policy as "having embarked its troops on the road which leads to 'Athenian decadence'" it was obviously indulging in a bit of holiday hyperbole. But the fact remains that the turn of Soviet policy toward more concern for the Soviet consumer has great potentialities as a force making for more of a live-and-let-live attitude toward the rest of us.

In the United States 1954 will be a year of general prosperity. It will also be marked by an economic accomplishment of transcendent importance to the future economic well-being of the free world. The accomplishment will be that of absorbing some decline in the general level of business without having it become cumulative and contagious.

Right now the general level of business is slightly off from the peak of the almost continuous postwar boom which was given its last great lift by the outbreak of war in Korea. Industrial production is down about 6 per cent from the all-time high point, April-August 1953. The nation's total volume of business is down somewhat less than this—perhaps 2 per cent.

THE prospects are that the slide in industrial production will continue gently for some months to come. Manufacturers' inventories are still piled up a bit. That means some slowing of production while they are being worked down to more comfortable levels. Also in some manufacturing industries production is running ahead of new orders. This also is a harbinger of some slowing up of production to get it in line with incoming business.

There are many, their memories seared by what happened in the Thirties, who at this point get the shakes. They see the economy spiraling downward into disaster. Some workers lose their jobs, so they can't buy. That means others lost their jobs because they can't sell, with the sequence finally brought to a macabre conclusion as the last worker with a job loses it and drowns himself.

But this year—and this will be the superlatively important economic accomplishment of 1954—there will not even be the beginnings of any such suicidal sequence. The economy will simply ease off from the frenetic pace of a super-boom to the pace of general prosperity and carry on at that pace—until some major impulse for expansion, not now visible but nonetheless to be anticipated, starts it surging again.

And what are the reasons for this

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confidence that, instead of gaining momentum as it goes, the present slide-off in business will ease gently to a stop before long? There are a lot of them, but two of the most important are the new pattern of plans for capital expenditure by business and the new and revolutionary distribution of income to individuals.

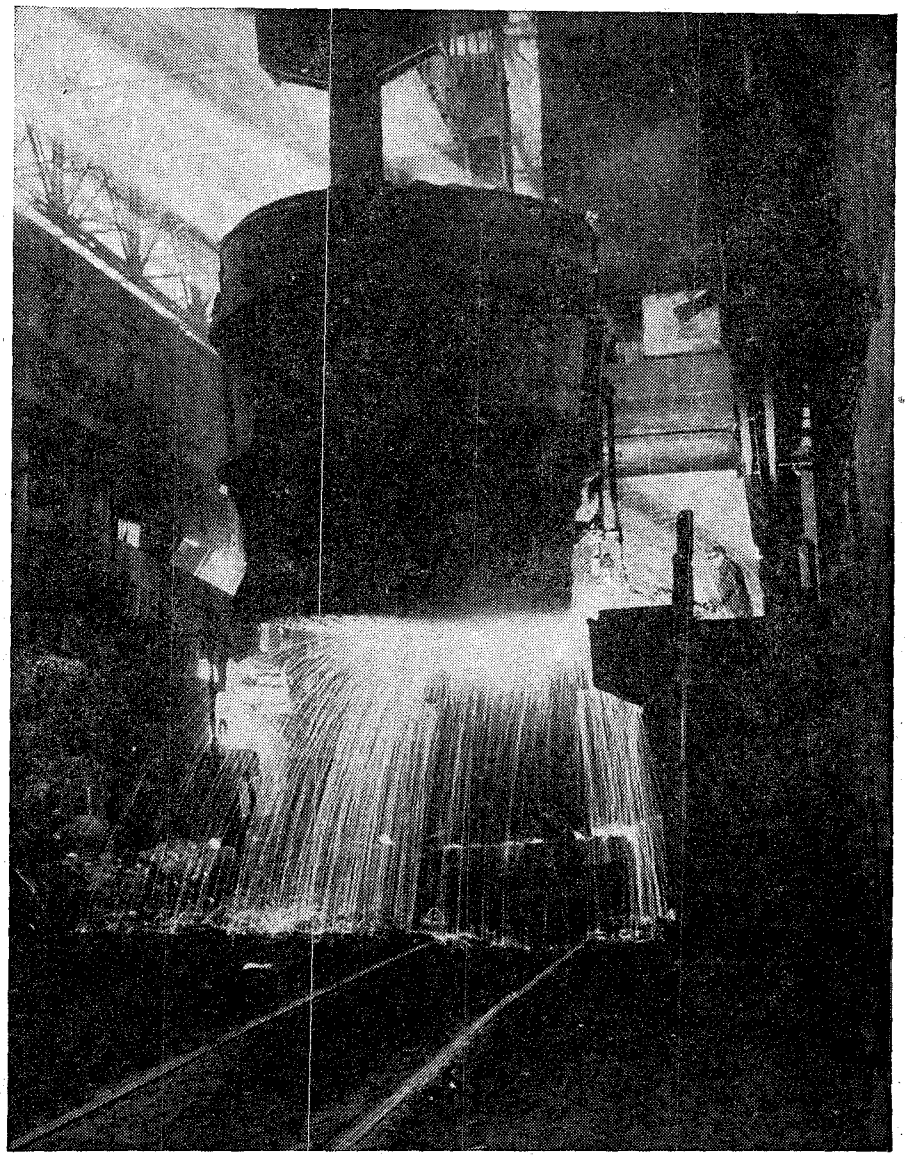
Historically a high level of investment by business has been strictly a fair-weather phenomenon. When relatively tough going has become the prospect most plans for new investment have been rushed right back into the suspense-file. But in 1954 something new and tremendously constructive is going to happen in this field.

Business is going right ahead with a high level of capital investment in spite of some easing off of business. A survey of investment plans made late last fall after the easing off of business was clearly in sight provides this assurance. Development of new and better products for more competitive times accounts in substantial part for the continuation of high level of business investment. But the larger part of the explanation is found in the supreme confidence in our long-term economic future, to which study of our tremendous baby crops makes a key contribution.

THE best information available (it's provided by the University of Michigan Survey Research Center) indicates that consumers continue to be in a mood to buy. And, what's even more important, they will continue to have the wherewithal to do this in a large way. This is assured by a far more broadly based pattern of income distribution than we have ever had before. It could turn out to be that the revolution in income distribution has leveled incomes too much for an economy that depends primarily on individual initiative for its driving power. But it has also contributed a powerful new element of stability which, thus far too much neglected by economic analysts, will become more apparent in 1954.

Happily, we are going to be able to let up slightly on armament expenditures in 1954. But even so Federal, state, and local expenditures combined will be off only a tiny fraction from those in 1953. With business, consumer, and Government expenditures all carrying on at a high level, that's all there is, there isn't any more —so far as producing the continuation of a high level of prosperity is concerned.

Politically 1954 will be another year characterized much more notably by partisan yapping than conscious search for great unifying principles, but the nation will remain pretty well united behind the present national Administration. This will still be true even if the Republicans lose organizing control of the House, because so many Southern Democrats are in all crucial economic matters of the same mind as most of the Republicans.



Pouring ingots at Ford—"What is needed? . . . a burst of inventiveness."

The new development most disruptive of national unity will, of course, be the great debate on international trade policy. When this bloody business gets started in earnest the most rugged pro- and anti-McCarthy feuding will look pallid indeed. The basic reason is that both sides will not only be right but will be powerfully propelled by economic interest to have their righteousness prevail. Certainly, lower and lower import duties are part and parcel of a proper exercise of the world political and economic leadership into which we have been thrust. But also essential to this leadership is a high level of employment, which could be seriously upset by too singleminded devotion to the business of throwing our markets open to the free world.

What is needed, of course, is a burst of inventiveness in the field of basic international economic policy which would eliminate or at least soften up this dilemma. As matters stand there has scarcely been a new idea in the field of international policy for a generation. In the meantime all that has been made over is the world to which the policy is supposed to apply.

It would be a shame to have to call on the public-relations boys to solve the central problem involved, but if they could manage to get a subsidy for industries really needing tariff protection from foreign competitors—and quite a few do—called by some such name as "an enterprise bonus" we might be on our way. In 1954, however, there is not much hope that we will get far or that our foreign-trade policy will change much either.

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Seven Deadly Delusions

Herbert A. Leggett, who is vice president of the Valley National Bank in Phoenix, Arizona, finds our economic thinking beset by a number of questionable shibboleths, which he terms the "Seven Deadly Delusions." They are listed, and assailed, below.

By HERBERT A. LEGGETT

THIS is neither a Credo nor a Forecast. In the language of the courts it would probably be labeled a Dissenting Opinion. My purpose here is to call attention to a short list of current beliefs or assumptions that might be called the "Seven Deadly Delusions" of this era. These delusions, or fallacies, are as follows:

1. *That the Federal Government can prevent depressions.*
2. *That our economy is more stable than in the past.*
3. *That we have learned how to control the business cycle.*
4. *That military expenditures produce prosperity.*
5. *That a lot of babies insure continued prosperity.*
6. *That borrowed money represents income.*
7. *That things are different now than in the past,* i.e., *that we have repealed all of the established laws of economics, physics, nature, and human nature.*

As far as current reasoning is concerned, the most serious mass delusion probably concerns anticipated action by the Federal Government to counteract contraction in the economy. Even among reasonably intelligent people there is a childlike conviction that the Great White Father will take care of everything, that He (or It) will not only forgive our sins and mistakes but will absolve us from their consequences.

There is no historical evidence, of course, that any government anywhere has ever prevented or cured an economic depression except, on a purely temporary basis, by going to war or preparing for war. Of course, these are neither sound nor permanent bases for prosperity, so they inevitably lead to even worse depression. I have no confidence whatsoever that our Government (regardless of which party is in control) can prevent a depression in the United States. It has neither the means, the know-how, nor the power.

Governments can do certain things that may delay or accelerate economic processes. They can take action to alleviate acute distress. They can also take action to redistribute wealth, as has been done in the United States during the past twenty years. Governments can, and do, inflate the currency. This is an old Chinese custom, as well as an old European custom, and is invariably resorted to on the least provocation. The aftermath is always acute depression.

Let no one forget that our Government is neither omniscient nor omnipotent. To take effective countermeasures against a major depression presupposes unlimited power and unlimited intelligence, neither of which has ever reposed in Washington. The political balance is too even for any Administration to get sufficient authority to attempt the job in the grand manner required.

For example, to "freeze" the economy at present levels (if that is considered desirable) it would probably be necessary for the Federal Government to spend $100 billions in 1954 and $150 billions in 1955. I do not believe for a minute that the present Administration will be granted any such power. Even if it were it would not know what to do or when to do it. Our Government is operated by ordinary mortals like the rest of us, not gods or supermen.

As for Delusions #2 and #3, there is no justification (even in theory) for assuming that our economy is more stable than it has been in the past or that we have learned how to control the business cycle. The Federal Reserve System was established forty years ago to do these very things, but the charts indicate that we have experienced more violent business fluctuations in the interim than in most periods of history.

This is known as the "uneasy money policy." In spite of price fixing, subsidies, and many artificial controls, our economy is still a highly sensitive one. Ask the cattlemen. Ask the used-car dealers. Ask anyone who does not operate under a monopolistic umbrella.

As for controlling the business cycle, the mere statement that we have "learned how to do it" is an unparalleled example of effrontery and ignorance. When the High Priests of Hocus Pocus contend that we have learned this they demonstrate, by saying it, that they have learned nothing at all.

One of the most curious examples of modern monetary mysticism is the recent announcement that the Federal Reserve System plans to increase the money supply at a fixed rate of 3 per cent per year hereafter. The Federal Reserve has had its share of bad moments in the past, but I suspect that this proposal represents a new low for absurdity. The Fed now proposes to increase the money supply by a fixed percentage every year, whether we need it or not, and whether it makes any sense or not.

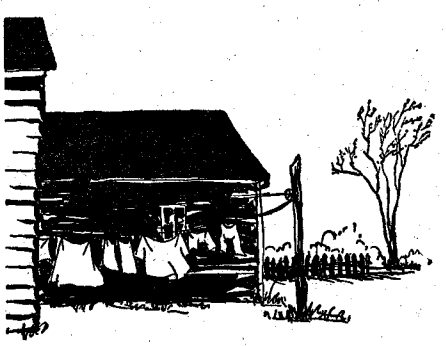
IN A chart accompanying the announcement it is pointed out that the money supply is now five times what it was in 1929 but the Gross National Product is only double that of 1929. After thus showing graphically that the Quantity Theory has no mathematical validity whatsoever it is proposed, in all seriousness, to use it anyway. How silly can even the Fed get?

Regarding Delusion #5, since when has a high birth rate created prosperity? Since when has an increase in *consumers* bettered the standard of living? If true China and India would be the most prosperous nations on earth. On the contrary, suburbanitis and the current mania for large families are building high family overheads. They are also bringing into play the Law of Diminishing Returns both for communities and families. They are producing a squeeze in living standards.

Meanwhile what about the rest of the world? Obviously, we cannot control the world economy. However, our obsession for throwing our theories and money around makes it virtually impossible to insulate ourselves from global gremlins. Now that the United States has been euchred into policing the world, at a cost of $40 to $50 billions annually, how long will it take to bankrupt us completely? Ten years? Or twenty?

In summary, it is probably rea-

(*Continued on page* 46)



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Personal Check-List

ONCE again The Saturday Review *has asked one of the best informed men on economic problems in the United States, Sumner Slichter, Lamont Professor at Harvard University, to draw up a list of books published during the past year that merit the attention of thoughtful executives. "The range of books is broad," Professor Slichter explains, "since the man of great responsibilities must be concerned with a wide range of problems. I have tried by judicious selection to include several well-informed and succinct discussions of the problems abroad that should concern the businessman. The greatest trouble has been finding able books on management itself. The list is decidedly weak in that respect, despite my best efforts."*

By SUMNER SLICHTER

SOCIAL RESPONSIBILITIES OF THE BUSINESSMAN. *By Howard R. Bowen. Harper.* $4. A thoughtful analysis of the ethical problems confronting the businessman in an economy of large enterprises, class conflict, and big government.

EFFECTS OF TAXATION ON INVESTMENTS BY INDIVIDUALS. *By J. Keith Butters, Lawrence E. Thompson, and Lynn L. Bollinger. Division of Research, Graduate School of Business Administration, Harvard University.* $6.25. Although nominally a study on taxation, this book is in reality a ground-breaking, intensive study of the American investor: who he is, what he owns, what investment policies he follows, and why.

MANAGEMENT SUCCESSION IN SMALL AND GROWING ENTERPRISES. *By C. Roland Christensen. Division of Research. Graduate School of Business Administration, Harvard University.* $3.25. An examination of the problem of small concerns' perpetuating themselves which sheds light on most of the problems of small business in America.

WHO SPEAKS FOR MAN? *By Norman Cousins. Macmillan.* $3.50. Can man modernize his political institutions to escape self-destruction? A challenging analysis of fundamental political issues raised by the revolution in technology.

MAINTAINING PROSPERITY. *Committee on Economic Policy, CIO.* The well-documented presentation of the CIO view of what can and should be done to keep the economy expanding steadily.

SPENDING FOR INDUSTRIAL RESEARCH. *1951-1952. By D. C. Dearborn, Rose W. Kneznek, and R. N. Anthony. Division of Research, Graduate School of Business Administration, Harvard University.* $2.50. A sharply focused study of research in a limited number of companies which provides indispensable yardsticks for top executives who are administering or starting research programs.

WE TOO CAN PROSPER. *By Graham Hutton. Macmillan.* $2.75. A penetrating examination of what makes American industry productive by a British expert who has lived much in the United States.

EUROPE AND THE UNITED STATES IN THE WORLD ECONOMY. *By Robert Marjolin. Duke University Press.* $2. An authoritative and lucid summary of the economic problems of Europe, the results of the Marshall Plan, the problem of European integration, the dollar problem.

THE STANDARDS WE RAISE. *By Paul Mazur. Harper.* $2.50. An imaginative and stimulating analysis of the significance of consumption in an economy where technology is rapidly developing.

THE WHOLE MAN GOES TO WORK. *By Henry L. Nunn. Harper.* $3. The inspiring and revealing experiences of an inveterate pioneer in management who has tried profit sharing, the annual wage, and collective bargaining, and has made them all work, and who has developed a philosophy from his experiences.

THE WORKER SPEAKS HIS MIND ON COMPANY AND UNION. *By Theodore V. Purcell, S.J. Harvard University Press.* $6. A penetrating and human picture of what workers think about their jobs, their bosses, their company, and their unions, and why they think as they do, based upon a thorough on-the-ground study.

EUROPEAN IMPRESSIONS OF THE AMERICAN WORKER. *By Robert W. Smuts. Kings Crown Press, Columbia University.* $1.50. A convenient and illuminating summary of the views of European productivity teams concerning the causes of high productivity in America.

SOUTHEAST ASIA IN THE COMING WORLD. *Edited by Phillip W. Thayer. Johns Hopkins Press.* $4.75. A balanced analysis by experts of the economic, political, and cultural problems of an area of teeming population and social ferment which is profoundly influencing American foreign policy.

ECONOMICS FOR YOU AND ME. *By Arthur Upgren and Stahrl Edmunds. Macmillan.* $4. Modern economics made as lively and simple as can be done without dodging the tough issues on which economics is expected to shed light.

SCIENTIFIC RESEARCH AND DEVELOPMENT IN AMERICAN INDUSTRY. *U.S. Bureau of Labor Statistics, U.S. Government Printing Office.* 50¢. A comprehensive factual survey of research, the most important development in American industry in the last generation, showing where research is being done, its cost, the size of research personnel.

EMPLOYMENT AND WAGES IN THE UNITED STATES. *By W. S. Woytinsky and associates. Twentieth Century Fund.* $7.50. An exhaustive study of wages and what makes wages what they are, which is both a reference work and an imaginative appraisal of long-term trends in the economy.

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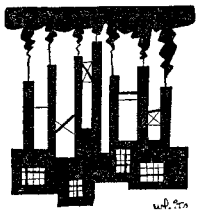
Provinces of Management



"No Sale, No Job," by Alexander R. Heron *(Harper. 207 pp. $3), is a call by a leading industrialist for management to assume responsibility for providing full-time work for its employes. Eugene Staley, our reviewer, is senior economist at the Stanford Research Institute, the editor of "Creating an Industrial Civilization," and other volumes.*

By Eugene Staley

WHEN THE National Planning Association began its series of case studies on "The Causes of Industrial Peace" the first instance it analyzed was that of the long-standing good relations between Crown Zellerbach and the unions in that firm's West Coast pulp and paper mills. Alexander R. Heron has served for many years as director of industrial and public relations and then as vice-president of Crown Zellerbach. Since his own outlook is one of the causes of a notable example of industrial peace, any book that reveals some of that outlook has special interest. His new volume, "No Sale, No Job: The Economics of American Prosperity," does just that.

Mr. Heron asks management to see and accept the responsibility for selling the full-time work of its employes. That is, management must not only face the obligation to provide an adequate supply of goods but also to provide an adequate supply of jobs. The means it can use include accumulation and risking of capital, exploration, research, organization, and invention, but all of these can be effective only when they result in sales to the ultimate consumer.

"As late as 1940," the author testifies, "sound and solid businessmen developed high blood pressure when told that every man had a right to a job. They were close to apoplexy when told that 'business' had an obligation to provide jobs." In 1954 Mr. Heron's thesis is not too far out of line with current thinking in the more progressive circles of American business management. This is further evidence of the remarkable growth in the sense of social responsibility among businessmen so well described, along with other aspects of the twentieth-century industrial revolution, by Frederick Lewis Allen in "The Big Change." Growth of social responsibility was a response, in no small measure, to pressures from trade unions and from "Square Deal," "Fair Deal," and "New Deal" Governments, as well as to changes in underlying conditions. This does not detract from the virtue of businessmen, however, for having made an intelligent and constructive response. Books like Mr. Heron's help to keep business thinking flexible and progressive, and that is the best defense against movements that would throw out the whole private-business system.

The central function of management, according to Mr. Heron, is to link the efforts of workers to the wants of consumers. Jno. Wolfe, a craftsman who made shoes for George Washington on a custom-order basis, sold his own labor; but he typifies a form of economic organization now almost extinct in this country. Today's wage and salary earners have lost contact with their customers. They depend on management to sell the shoes and other goods they make. "Selling" Mr. Heron defines in such a broad way as to include every plan and action which helps to connect the worker to the customer, "every step from the mining of ore to the ring of the cash register . . ."

Workers should be brought to realize that management's task in selling a product is really the task of selling their time and maintaining their jobs. "Such an understanding can be more potent than all the production and quality incentives ever designed."

—Burck, Chicago Sun-Times

"We'll have to improve our quality, if we want to stay in business."

Let management open the books, show how corporate income depends on sales and sales on the quality and price of the product, how the sales dollar is divided between profits and wages, and how future jobs depend on plowing back profits.

TWENTY years ago A. A. Berle, Jr., and Gardiner C. Means in "The Modern Corporation and Private Property" brought to public attention one of the most significant organizational trends in modern business: the separation of management from ownership. The evolution of management independence has now led logically to the concept of "trusteeship" advanced in Mr. Heron's book. Management, he suggests, should cease to think of itself or to present itself as the representative of one "side" (in bargaining with labor, for example). Management should assume its full dignity as "the trustee for the operation of the whole economy"—a trusteeship not merely or mainly on behalf of stockholders but also on behalf of workers and consumers.

This raises the old question: *Quis custodiet custodes?* (Who is to take care of the caretaker?) Mr. Heron does not grapple with this question. If he did he would surely point to the passages in which he explains how the consumer, by his "votes" when he buys or fails to buy, is the ultimate sovereign in a free economy. He speaks of this as "democracy," but democracy generally means one-man-one-vote, whereas the market economy is based on one-dollar-one-vote. The Greek for rule by wealth is "plutocracy," which has an evil sound. The one-dollar-one-vote system is democratic, though, where dollars are fairly evenly distributed, and that has been increasingly true of our economy in recent times—thanks again in no small measure to the intervention of the political one-man-one-vote system through such measures as the graduated income tax, social security, and free education. Mr. Heron and other business writers would be on sounder ground if they were to recognize frankly that the democratic state has a very important role to play these days in creating conditions under which a private enterprise economy can function effectively for the public good. The managers may even require prodding from time to time to keep them socially responsible.

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No Sale, No Good

"The Standards We Raise," by Paul Mazur *(Harper. 173 pp. $2.50), calls for new levels of consumption in order to continue our prosperity. Samuel T. Williamson, who reviews it here, is a former editor of* Newsweek.

By Samuel T. Williamson

ALTOGETHER too much has been said to suit Paul Mazur in praise and adoration of the "miracle of American mass production." To him our peculiar production technique is only half the miracle—and maybe not even that—of the American economy.

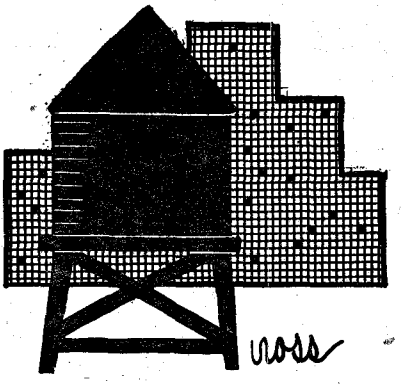
In "The Standards We Raise" he challenges two current, widely held notions: First, that lack of adequate purchasing power is a cause of economic ills. Second, that production is the sole pillar of our economic strength. The contention of his book is that "not purchasing power but purchases, not production but consumption, are the ruling factors of our economy." Only as a consuming nation, he says, can we remain a producing one. "We are a nation which *consumes* its way to property, security, prosperity, and freedom." Admitting but not minding that this is like keeping the cake one eats, Mr. Mazur calls for a "basic change of emphasis in our economic philosophy." He believes too many economist and industrialist brethren put the production cart ahead of the consuming horse. Rather than production, his emphasis is upon constantly expanding *mass* consumption as the basis for continued American prosperity.

His distinction is as timely as it is provocative. After the most overall prosperous year in our history some of us aren't quite sure whether we've reached a plateau or are shivering Shipwreck Kellys at the top of a flagpole. But there's no question that we now have a buyers' market in which the slogan is "Go Out and Sell." The Mazur credentials for discussion of selling are formidable: partner in the banking house of Lehman Brothers and fiscal counselor to such mercantile organizations as Allied Stores Corporation and Federated Department Stores.

If our fantastic manufacturing mechanism can turn out more products than are being consumed, he says, then consumption by all must be quickened, or we're in trouble. And growth of that consumption is merely another way of saying "dynamic standard of living." Since what he is discussing is never still and should be expanding, I believe Mr. Mazur would be more accurate should he use "scale," which denotes flexibility, rather than "standard," which has a more fixed meaning. But this is his book; its title wouldn't be half so appealing were it "The Scales We Raise," so let him have "standard."

Mr. Mazur examines a flock of factors which helped to raise the American standard of living to its present pinnacle. One is the five-day week, which gives more time for enjoyment of new products, and the migration from city to suburbs which it encourages also results in new living habits. But the most "vivid symbol of our economy" is the modern American kitchen. Under the impact of "less work for mother" the kitchen has been transformed.

Desire for such things is whetted by ambition to "keep up with the Joneses"—"a mawkish expression," says Mr. Mazur, for "the right to seek equality of consumption and standard of living." Although he avoids opinion whether Americans are spending beyond their means, he mentions the "apparent paradox" wherein savings "have actually grown rather than decreased with consumption." A Mazur eulogy of instalment selling is likely



to raise the hackles of "Puritan" economists. He prefers to call it "fractional selling" and "one of the great inventions of the American economy." Take it away and "huge groups will be economically disenfranchised."

Mr. Mazur suggests that an agency in the Federal Government might supply a statistical index of consumption. This is a debatable point. More opinion and by-guess-and-by-God would have to go into such an index, contrasted with production figures. And, since the art of government is also the play of politics, how dependable would those figures be? This might be argued until the cows come home. The importance of this book, in addition to its content, is that it has already received business-leader imprimatur, and that the points it makes are bound to affect current thought in the market place.

A Colony's Challenge

"We Too Can Prosper," by Graham Hutton *(Macmillan. 248 pp. $2.75), is an English economist's diagnosis of the reasons the United States has passed his country economically, with suggestions as to how Britain may mend her ways. Robert A. Brady, professor of economics at the University of California, who reviews it below, is the author of "Business As a System of Power."*

By Robert A. Brady

IN 1948, under the leadership of Sir Stafford Cripps, Britain "took up, as the foremost challenge, and as her problem of No. 1 priority, the task of raising industrial productivity." Because American industry had been moving ahead with giant strides while that of all Western Europe had lagged behind and then been crippled by the war, a first step was to set up the Anglo-American Council on Productivity (AACP). Sixty teams, made up of employers, trade unionists, engineers, and other experts, and representing a wide cross-section of Britain's vital industries, were sent to the United States to observe, visit plants, consult with experts, compare methods, arrive at conclusions, and make suggestions so that Britain "too can prosper."

The reports are virtually unanimous on both the objective facts and the reasons behind them. The facts are astounding. While fifty years ago an industrial worker in the United States turned out about as much as a worker in Britain or Western Europe, "today he turns out from two to five times as much; and eight hours' work buys for an American from one and a half to four times the quantity of goods that eight hours' work buys for a British or West European worker," because American productivity is so high. The American national standard of living, accordingly, is from two to four times as high as that of any other industrial country in the world.

The reasons given for this high productivity are, in some respects at least, even more astounding. At this point Graham Hutton, who worked closely with the AACP teams, pays Americans one of the most unusual compliments they have ever received from a foreign observer. In a concluding chapter in his book, "We Too Can Prosper," he sets aside the usual explanations of high American productivity as themselves mere results of deeper and more fundamental na-

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tional traits. These are of the utmost importance. Given their equivalent Britain, or any other nation, Hutton believes, can prosper; lacking them any country must stagnate and a nation such as Britain, which must compete on international markets for the better half of its daily bread, will perish in the race for survival.

These national traits are found in "the climate of opinion, the social environment, and the morale of a people." Here lies the "psychological factor—a bigger factor than anything purely economic or technological—though it acts on the economic and technological and is acted upon by them." The real cause of American prosperity is not mere technological superiority, bigger and newer plants, more capital investment, better and more profuse natural resources, for, excepting only the last—which he believes to be vastly overrated—these flow from superior "human organization" which, in turn, rests upon the decisive "psychological factor."

THE last factor creates the will and the desire to eliminate restrictive practices on the part of management and men, to shift investment into more machinery and more horsepower per man, introduce flow production techniques, cultivate markets by better sales promotion, etc. It is the dead hand of tradition and complacency which brakes the wheel of British industrial advance, and gives her people a low standard of living. All her burdens, including that of armament and state welfare, can be borne if productivity can be raised. The kernel of this problem is "human organization, of methods and means." This is America's message to Britain, and to the world.

Hutton has not written a eulogy of America; along with the good he finds much to criticize. Nor has he denigrated Britain. Here also he finds a great deal to praise. But no country is "able to contract out of the problems and dilemma posed by the technological revolution of our time."

There is a good deal in all this which might be criticized. But in the main the argument must stand. Britain must revamp her whole industrial structure to increase productivity or she is finished as a viable economy, as a political power, and as a cultural force in modern times. Already, as Hutton points out, she is needlessly being outdistanced not only by the United States, but also in many lines by Russia, Germany, and Japan. She possesses the necessary scientific, technical, and human resources to make good. Her problem is simply this: can she organize them in keeping with the "technological revolution" in time?

Sociology vs. Snake Oil

***"Why Do People Buy?" by the Editors of* Fortune** *(McGraw-Hill. 270 pp. $3.50), is a collection of articles from that magazine reassessing a perennial economic question in the light of present-day conditions. Here it is reviewed by Reavis Cox, professor of marketing at the Wharton School of Finance and Commerce, University of Pennsylvania.*

By Reavis Cox

"WHY DO people buy?" ask the editors of *Fortune*. By way of answer six of them have prepared the articles reprinted as a book under that title. What they have to say boils down to a simple proposition: People buy for many reasons; but the one that should be emphasized today is "creative selling." And what is "creative selling"? It includes everything done by producers and distributors to make products more salable.

With this broad definition behind them, the authors find plenty to write about without jostling one another. They lament the low estate to which salesmanship has fallen. They pour scorn upon the lack of dynamic imagination in marketing. They look upon selling as essentially a situation of conflict and call for the development of appropriate strategies. They condemn those businessmen, economists, and engineers who see distribution as a routine operation tacked onto the end of production. They speak harshly of practically all retailers, and especially of those who are trying to mechanize or "robotize" their stores. They find most advertising ineffective because it tries to please advertisers rather than to persuade buyers. They argue vigorously that sales promotion should be pushed when business threatens to turn bad rather than when it is flourishing. Above all else they praise selling that is energetic, imaginative, and aggressive wherever and whenever they find it.

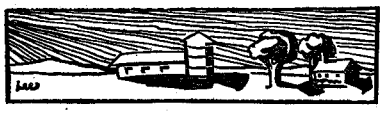
All this adds up to a rebellion against several widely held ideas about sales promotion. For example, many critics of business hold that promotional selling is useless at best and at worst wasteful or harmful. A modern version of mankind's ancient prejudices against trade, this notion derives intellectual support from the assumptions of classical economics as to the nature of human wants. People are hungry for goods, these assumptions say; they require no artificial stimulation to take anything useful the market offers them if they can afford it. If they can't afford it mere persuasion will not influence them.

Even the followers of Lord Keynes overlook the possibilities of promotional selling. They argue that people will not automatically buy enough to keep the economy fully employed; but they look to ways of distributing money income as a cure, rather than to the arts of persuasion.

For a subsistence economy, these editors of *Fortune* say, all this may hold. It does not hold for an economy in which consumers buy large amounts of what Beardsley Ruml has called "unnecessities." People undoubtedly want unlimited amounts of goods, but not automatically. They must first be pushed by artful and eloquent persuasion over the humps of habit-bound indolence and limited imagination.

The editors then take sides vigorously in a controversy that has been going on among academic marketing men as to whether marketing can best be considered a science or an art. Developing techniques of marketing research, cost accounting, and sales analysis have undoubtedly dulled the glamour of selling. Their purpose is to enlarge the areas of certainty and of routine in marketing. A good many people have become increasingly restive about this spread of "science" or "engineering" over what they prefer to view as the art of persuasion. The editors of *Fortune* chime in with a hearty "Amen!"

Since they neither present their case systematically nor support it with rigorous reasoning from documented evidence, these articles will not carry much weight among formal economists and academicians. This is unfortunate. Scattered through these pages are much good sense and shrewd observation. And there is merit in the overall argument that economic life becomes richer not by mere happen so, but because someone has gone out to make things grow.



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Working Self-Opinion

"The Worker Speaks His Mind on Company and Union," by Theodore V. Purcell, S. J. *(Harvard University Press. 344 pp. $6), presents the findings of a questioning of employes of Swift & Co.'s Chicago plant. Dale Yoder, who reviews it below, is professor of economics at the University of Minnesota and author of "You and the Unions" and other books.*

By Dale Yoder

IN 1950 a sample of the 6,000 employes of Swift and Company in Chicago was questioned by Theodore V. Purcell, S. J., a psychologist at Loyola University, about their employer and their union, Local 28 of the United Packinghouse Workers of America. In "The Worker Speaks His Mind on Company and Union" he presents a structured interpretation of their attitudes, illustrated by fascinating direct quotations.

Father Purcell was primarily interested in employe "allegiance" to company and union. He chose the case method to provide a "global" approach which would detail the problems of this single plant community. A sample including 303 production workers, thirty-four union stewards, thirty-one foremen, twenty-six union leaders, twenty management officers, and five neighborhood and community leaders was interviewed. Attitudes disclosed in the interviews were scored on a five-point scale ranging from "very favorable" to "very unfavorable." Attitudes of groups were defined in terms of "key variables"—sex, race, and length of service.

Three of the twelve chapters are devoted to locale, demographic data, procedure in the study, and union activities since early organizational efforts of the Knights of Labor. A second group of three chapters describes attitudes toward company policy and practice, jobs, and supervisors. The next three chapters deal with reactions to the union, its officers and program. In the final threesome, two chapters describe attitudes toward grievance procedure, time study, and incentive wages. The last chapter outlines implications of the study for the company and the union. Five appendices include an interview, answers to questions on the research design, employe earnings figures, a chronology of significant events, and mean squares calculated in the variance analysis of group attitudes.

The detailed findings, interesting as they are, can only be sampled here. Women and old-timers had strongest company allegiance. Foremen and right-wing local union leaders were not different in this respect from rank and file.

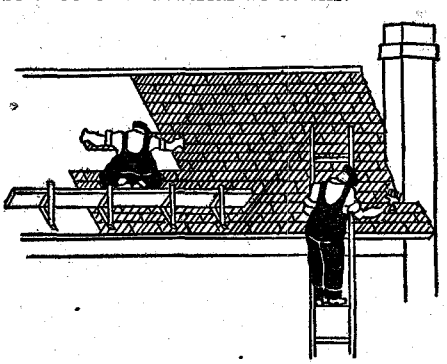
The most significant finding of the study is that employees insist on their right to dual allegiance. They oppose any threat to it. "They strongly resent a struggle for existence between the two organizations they support. . . . They will oppose either one in its attempt to undermine the other."

As in any case study, questions may be raised with respect to some of the author's interpretations. The research design parallels much of the postwar attitude research in the industrial relations field, so that this report would have added usefulness had it cross-referenced these studies, which are largely ignored in both footnotes and bibliography.

What do these findings contribute to an understanding of employment relationships in times and places other than 1950 and Swift-Chicago-Local 28? The author implies that some generalization is justified. He concludes that time will have a minor influence on findings, which he also thinks are suggestive of conditions in other plant communities. He believes that cumulative contributions of similar case studies can "build up a body of industrial relations theory which has genuine validity."

Such a cumulative effect is too much to expect from case studies. Each case study is unique. Its "global" approach prevents uniformity in research design and in the variables to be appraised. This uniqueness precludes replication, and replication is essential to the cumulative process.

Such an excellent case study as this need not be justified by the general application of its findings. It is amply justified as a source of promising questions and hypotheses to be tested in repeated, uniformly designed, segmental studies. Applied science has developed from the combination of preliminary case studies and subsequent additive research. This is a carefully planned case study and will stimulate the advance of the applied science of industrial relations.



Big Wheel's Wheels

"How to Increase Executive Effectiveness," edited by Edward C. Bursk *(Harvard University Press. 163 pp. $3.25), offers the fruits of a conference of prominent executives and educators held under the auspices of the Harvard Business School. William B. Given, Jr., who reviews it below, is chairman of the board of the American Brake Shoe Co.*

By William B. Given, Jr.

GETTING THINGS done takes up the greater part of every business executive's day and a major portion of his hours off the job. The question of how executive effectiveness may be increased is approached on a very broad basis by a group of top executives and educators qualified by many years business experience and intensive study of the problem in a new book, "How to Increase Executive Effectiveness." It is based on the proceedings of the Twenty-third National Business Conference sponsored by the Harvard Business School Association.

Dean Donald K. David's introduction states the theme: "Executive effectiveness must include success in recognizing and discharging the commitments which today bind the businessman to purposes far more extensive than his immediate self-interest."

"Executive effectiveness," he continues, "includes more than the achievement of a profitable record, though this is a primary obligation. It is more than individual brilliance and personal ability to perceive and solve problems. The good executive is an administrator in the broadest sense. And an administrator is effective only when the purposes of a business organization and the essential satisfactions of its members are being achieved.

"The tasks of self-development in administrative ability and of providing the conditions for the development of others know no final boundaries. Individual growth in administrative ability can be a continuing challenge. It can, as much as anything, give meaning and importance to a lifetime in business and provide the permanent satisfactions that financial reward alone cannot equal."

My experiences as president and chairman of a medium size company for the past twenty-five years, have led me to the same conclusions as those which Dean David has so clearly outlined.

In the first section, three prominent

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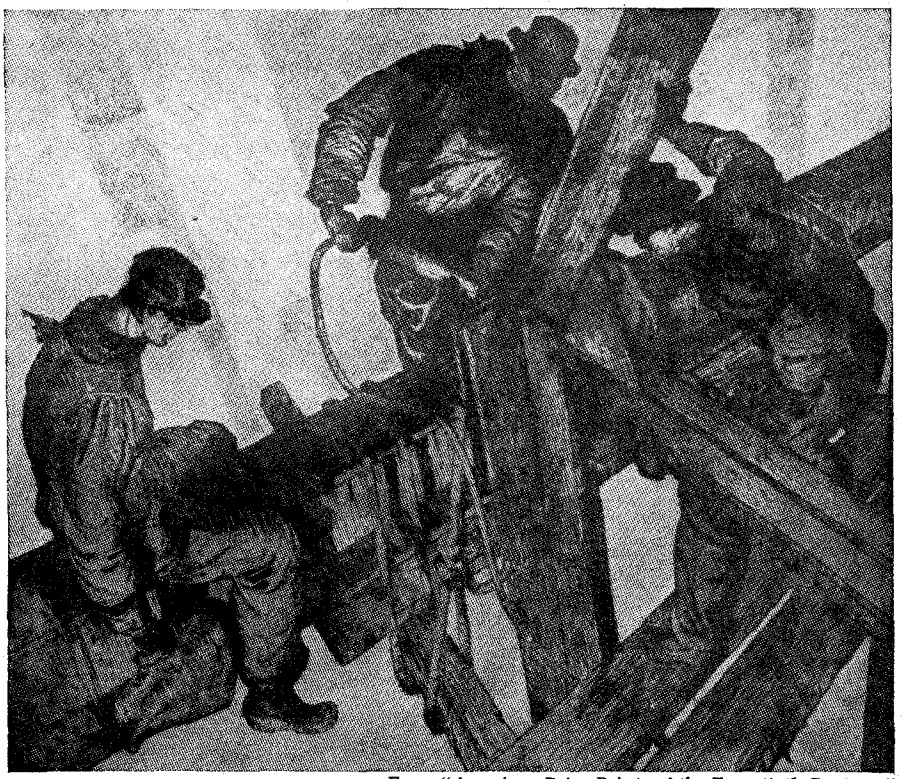

—From "American Prize Prints of the Twentieth Century."

"The Builders," by James E. Allen.

executives present a number of factors necessary to the development of executives and the increasing of their effectiveness. Fred W. Crawford, chairman of Thompson Products, reveals some of the methods which he has used to create the proper climate within his organization. He states: "Human emotions are strong motivating factors. We do not turn on will power. It is our emotions that turn on will power. Men do things because of pride, greed, fear, vengeance, hate, self-respect, generosity, integrity, justice, love. Every man can be lazy, antagonistic, harsh, scheming, industrious, cooperative, understanding, loyal. Climate helps determine which of the emotions shall control." He believes that the responsibility for creating a proper climate is the chief executive's and that an atmosphere of informality with a sense of responsibility shared and the door open to all is basic to this problem.

Robert W. Johnson, chairman of Johnson and Johnson, discusses the very essential quality of executive freedom. In his organization, he says, an attempt is made to select management material carefully, train the men selected with all the modern devices available, and then give them the greatest opportunity to grow in the job, with plenty of help and guidance but without restricting and frustrating controls.

Ralph J. Cordiner, president of General Electric, takes the topic of efficient organizational structure as related to his own company and the organization changes which have been taking place in it. He points out the thrill and satisfaction of people in management in according an opportunity for growth of the individual.

The second part of the book offers a number of good suggestions on philosophical background and specific techniques in developing various types of executives such as general managers, sales executives, manufacturing executives, controllers, and financial executives. Many tested and proven routes to progress for people in management are pointed out.

One of the first and most important ways to improve relations with people is to make an all-out effort to know and understand them. This point, which is stressed over and over in the book, is one of the principles which I have hammered on in our own organization and in my writings of management problems.

Aside from the help and stimulation which the book provides, it offers spiritual encouragement because it is evidence that a great many of our business and industrial leaders have encompassed much broader concepts of responsibility and are energetically working at the job of developing methods to grow men big enough to carry the loads. For those of us in the older generation the path was rough and there were many failures. For the executives of the future there will be better opportunities to meet the requirements of their jobs.

Madison Ave. Heavies

***"The Shocking History of Advertising," by E. S. Turner** (E. P. Dutton. 351 pp. $4.50), covers the past three and a half centuries, in this country and Great Britain. Here it is reviewed by the well-known publicist Edward L. Bernays, author of "Public Relations," "Crystallizing Public Opinion," and other books.*

By Edward L. Bernays

THE story of advertising in Great Britain and the United States, from the first advertisement published on February 1, 1625, in the *Mercurius Britannicus* of London, to today's irritating television commercials is told in E. S. Turner's brilliant and creative "The Shocking History of Advertising." Mr. Turner is an Englishman who has a clear perspective of the strange road traveled by advertising, from its earliest days of puffery to its highly moot and expensive present. His book covers advertising in newspapers, magazines, on billboards, over radio and television.

Mr. Turner believes that advertising is a "necessary force, both in its informative and persuasive roles, that it has raised the physical standard of living, has introduced inventions to broader publics, has changed the habits of nations." Nevertheless, he says this is a long way from saying that all advertising is necessary.

It is very lucky that a book based on difficult and time-consuming research should be published at such a psychologically favorable moment. Advertising is in a ferment today. Leaders in the United States and England are clamoring for honesty in advertising, demanding that quackery, exaggeration, and distortion be eliminated. Although this is not a new problem, as Mr. Turner emphasizes, we have a number of delightful quotations that show how old is the desire of some people to clean up advertising, and how continuous is the caroling of commercial seduction.

As early as 1604 James I had noted some of the contradictory claims made by quacks on behalf of tobacco: "It cures the Gowt in the feet, and (which is miraculous) in the very instant when the smoke thereof, as light, flies up into the head, the vertue thereof, as heavie, runs downe to the little toe . . . It helps all sorts of Agues. It makes a man sober that was drunk. It refreshes a weary man and yet makes a man hungry. Being taken when they goe to bed, it makes

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one sleep soundly, and yet being taken when a man is sleepie and drowsie, it will, as they say, awake his brain and quicken his industrie."

There was exaggeration of coffee, first drunk in 1652, already hailed by Pasqua Rosee, its importer, as an excellent remedy for curing consumption, dropsy, gout, scurvy, the King's Evil, and hypochondriac winds. There were exaggerations of dentrifices published as early as December 20, 1660—dentrifices which "fastened the teeth, sweetened the breath, and preserved the gums and mouth from cankers and imposthumes."

Addison writes bitterly about advertising in the *Tatler* of September 14, 1710: "If a man has Pains in his Head, Cholic in his Bowels, or Spots on his Cloathes he may here meet with proper Cures and Remedies. If a man would recover a Wife or a Horse that is stolen or stray'd, if he wants new Sermons, Electuaries, Asses' Milk or anything else, either for his Body or his Mind, this is the Place to look for them in."

Dr. Samuel Johnson counseled caution in the *Idler* in 1759: "As every art ought to be exercised in due subordination to the public good, I cannot but propose it as a moral question to these masters of the public ear, Whether they do not sometimes play too wantonly with our passions? . . . and whether the advertising controversists do not indulge asperity of language without any adequate provocation?"

Leaders today are tackling the problem of improving advertising, as Samuel Johnson and Addison did in their time. Trade papers are leading the fight. *Printers' Ink* recently published a series of articles by its publisher, C. B. Larrabee, on the growing public impatience with distortions, exaggerations, irritations, deceptions, and lies used by advertisers. Just the other week *Advertising Age* headlined an attack by Earl Ludgin, chairman of the American Association of Advertising Agencies: "Ludgin Lashes Out at Advertising Excesses."

But if Addison, Johnson, and the other fighters for improvement of advertising were unsuccessful, the fighters for the right are in a better situation to win today. The climate of public opinion as to the ethics of business has changed. Social responsibility is part of that climate. World affairs have helped to make enlightened private enterprise recognize that its position is bound up with the public interest.

Mr. Turner's book should encourage fighters for good advertising. It gives comforting assurance that the disease has been with us a long time. It will take a long time to cure it.

Seven Deadly Delusions

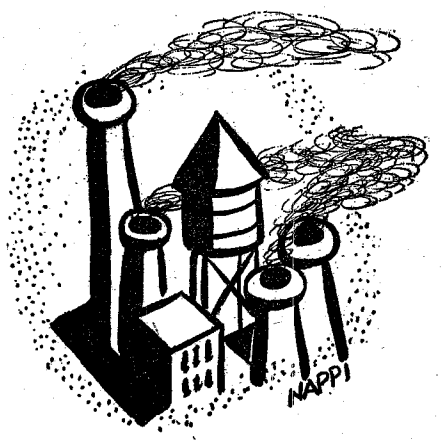
Continued from page 39

sonable to conclude that we cannot prevent depressions unless we prevent the booms that precede them and cause them. As one of the chief proponents of managed money, Maynard Keynes considered this to be axiomatic. Actually, the Keynesian theory has never been tried. The old boy may have had something, but there seems to be no way to find out. Politicians never have the intestinal fortitude to put a checkrein on expansion. If we are going to have managed money, we must manage it—not let it run wild.

A corollary, perhaps, is that a dynamic economy cannot, by its very nature, be a stable economy. If we are to enjoy the advantages of a dynamic growing economy we must be prepared to accept the headaches and problems which result. Such an economy is bound to move in fits and starts and have periodic breathing spells. We cannot have our cake and eat it too (indefinitely, that is). We cannot have stability and growth everlasting, at one and the same time. At least it seems an unlikely prospect in a world where human volatility and fallibility still exist.

All of which leads me to observe that few of us (whether consumers or producers) ever retrench voluntarily. As businesses or as individuals, we keep spending and expanding so long as we can borrow a dollar to do it with. We just keep going until we run out of gas. Perhaps we all sense that it is necessary to keep expanding (world without end) because when we stop going up there is only one other direction to go—and that is down.

Hope springs eternal, of course, but that is the trouble with it. Sometimes it springs when it should be sitting tight. What we should do, instead of seeking out phoney prophets and panaceas, would be to reconcile ourselves to periods of economic recuperation and reappraisal. In fact, we should encourage them because, if frequent enough and thorough enough, they might ultimately eliminate the deep valleys of Reckoning. We shall never do it by "shooting the works" on every throw.



THIS is not a counsel of despair or defeatism, but of preparedness. While praying for the best, it is often the part of wisdom to consider other possibilities. It is not only a possibility, but a strong probability, that we are heading hell bent for the second Great Depression of our lifetime. The conditions, both statistical and psychological, are ripe for it. Those who blithely assume otherwise are taking a very dangerous gamble.

After the tea leaves and dust have settled the newest New Era will probably become known as the New Error, but that would be inaccurate. When, as, and if mankind bogs down into another depression it will be because of the same old errors and the same old delusions that have bedeviled and bewildered the human race since the first economic system was established in the early dawn of civilization.

Man learns nothing from the past. Each generation, each tribe, each family must dream its own dreams and make its own mistakes. Who would wish it otherwise? Only the faint in heart. Only the sheep and invertebrates. Only the politicians in office.

Comes the millennium? Comes perpetual prosperity? A dull prospect indeed! As Confucius, or somebody, may have said, "Rough seas make good sailors." Heaven preserve us from becoming so soft, so afraid, so insufficient that we shrink from realities and lose all zest for struggle. If this be treason, that is why I moved to Arizona.

And so, to the lads in the ivory towers, may I recall this bit of philosophy attributable, I think, to G. K. Chesterton:

> The real trouble with this world of ours is not that it is an unreasonable world, nor even that it is a reasonable one. The commonest kind of trouble is that it is nearly reasonable, but not quite. Life is not an illogicality; yet it is a trap for logicians. It looks just a little more mathematical and regular than it is; its exactitude is obvious, but its inexactitude is hidden; its wildness lies in wait.

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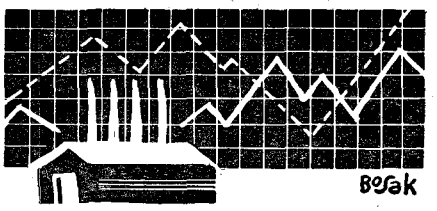
Domestic Economy and World Trade



Continued from page 37

ing the fundamentals of what are the basic motivations that cause men and women and children to desire and to act. Nevertheless, it would seem axiomatic that the income which creates the taxes and profits so essential to support any kind of research can come only from continuous and adequate sales that produce a sufficient margin of gross profit. Without sales there can be neither jobs nor research, applied or fundamental, but with them industrial progress and its fountainhead of research can continue uninterruptedly to make their invaluable contribution.

So far we have touched briefly some of the pulses of the American economy today—mass production, technological progress, consumption, what the five-day week has brought about, the part that research should play. Now let us turn to international trade, which, within this framework, also has an essential role to play. Although it is far less vital than the domestic economy, still it is important for the United States and absolutely essential, of course, for improving the welfare of a large segment of the world beyond our borders.

IT IS easy to be glib about trade and trade barriers like tariff. But it must not be forgotten that their effect upon the national economy can be at great odds with the impact felt by some of the segments within that economy. It is true by and large that most nations can buy only if they sell; and if we omitted gifts and loans the United States could sell its exports only to the degree that it bought imports. But, although the details of a trade policy may be benign for the nation as a whole, they can destroy particular industries if vulnerable to foreign competition just as they could (if reciprocally treated abroad) give great advantages to other industries which possess particular competitive advantages.

Although for certain segments of the nation tariffs may have an important, even controlling, influence, for the nation as a whole they have quite a different effect. The *balance* of exports over imports or vice versa is determined *not* by tariff; it is determined by the balance of payments that come from the so-called invisible items (loans, gifts, tourist charges, insurance fees, shipping charges, immigrants' remittances, interest, gold production, etc.). If the balance of such payments is favorable for a nation that nation must accept imports to allow its debtors to pay these charges. Conversely, if the balance is adverse then the debtor nation must balance the debt with a surplus of exports. The tariffs will play a controlling role only in determining whether the fixed surplus of exports or imports is related to a larger or smaller total amount of international trade.

Omitting any consideration of the problems of the individual segments of the economy, the big social and economic advantages—for the economy as a whole and for the world as a whole—obviously lie in the development of international trade to its maximum possibilities. Thus, the problem assigned for solution to American economic statesmen—in government, business, labor, and agriculture—is the determination of policies which are good for the world and the nation as a whole, but which at the same time avoid the imposition of unfair burdens and sacrifices upon individual segments within the economy. It is a problem of no mean proportions.

Part of the solution of this difficult equation seems to be flowing from the results of economic developments themselves. To a degree far beyond general appreciation the United States is becoming a "have not" nation in some of its basic raw materials. Iron, copper, bauxite, and oil, in the supply of which not long ago we were entirely self-contained, are now increasingly items of import and represent of necessity the delivery of dollars to the outside world through an increase in this country's import totals.

For some years we have given to many of the world's nations billions of dollars for rehabilitation. These grants and gifts have increased their recipients' dollar purchasing power and have also increased American suppliers' exports to foreign customers who are, in effect, being subsidized by us. That practice has explained in large part why we as a creditor nation have avoided an import balance and maintained a surplus of exports.

It is probable that foreign aid will continue for some time, but the size of the flow is likely to diminish and eventually to stop altogether. At that point the subsidized exports will lose that support, and the maintenance of our export trade will depend upon two things: first, upon the replacement of Government grants by private investments, and eventually upon an increase in imports alone. For even if private investment should be active the time must come when the annual service charge to be paid by a debtor on the capital investment, cumulatively made over a number of years, will exceed the capital increment shipped abroad during a particular year.

Nevertheless, even though the likely amount of an annual capital investment will eventually be exceeded by the cumulative interest charge of the investments made over a period of years, the policy of encouraging private investments abroad has much to recommend it. It will give our export industries substantial additional time in which to win the values of more active foreign trade; it will help a world whose standards appear to be at the bottom of the ladder to climb at least some of the rungs to better living, and thereby contribute hugely to enlarged markets and the essential growth of consumption; finally, it would improve the climate in which peace and freedom could grow.

THE solution of the role that competitive enterprise in America will play abroad will at best take place only over a protracted period of time. The interplay of the political and diplomatic and economic forces will be difficult and slow moving. A start should be made as soon as possible—but realism must indicate that only gradually will a solution be forthcoming.

The more immediate problem confronting our economic statesmen, which they must solve for the good of ourselves and the world, relates to those policies and those methods which will assure for ourselves a national economy that is not only free of depression, but possessing the essential requirement of substantial and constant growth. For that growth it is necessary that our American standard of living continue to rise—perhaps at an increasing tempo. For we have built a miraculous mechanism of production and we must absorb its product or cut back its output.

American economic statesmanship has a great and difficult responsibility. Upon what it does the world's security and freedom may well depend.

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A Library of Business

THE following list, prepared by Robert Cousins, book editor of Arthur C. Croft Publications, offers a representative cross-section of the hundreds of books dealing with economics, management, and labor published during the past year. Because of limitations of space many worthwhile titles of special appeal have had to be omitted from this issue of *SR*.

BIOGRAPHY AND HISTORY

THE WRITINGS OF THE GILBRETHS. *Edited by W. R. Spriegel and C. S. Meyers. Richard D. Irwin.* $7.35. Frank and Lillian Gilbreth's achievements extend much beyond that of having a book about them selected by the Book-of-the-Month Club ("Cheaper by the Dozen"). When they weren't busy counting little Gilbreths they pioneered in the field of scientific management. This volume assembles many of their major writings on their subject, including "Primer of Scientific Management," "Applied Motion Study," and "Psychology of Management."

FORD AT FIFTY. *Simon & Schuster.* $2.95. This handsomely-illustrated, house-sponsored book in commemoration of the company's fiftieth anniversary is as eye-pleasing as a new-model Ford and is probably more expensive to produce than three Lincolns packed with "extras."

THE WHOLE MAN GOES TO WORK. *By Henry L. Nunn. Harper & Bros.* $3. The personal story and industrial philosophy of one of the nation's progressive businessmen, who rose from a $17.50 a week bookkeeper to the head of a large shoe company. Includes recollections of Mr. Nunn's participation in several Government missions.

SIDNEY HILLMAN: Statesman of American Labor. *By Matthew Josephson. Doubleday & Co.* $5. Biography of a controversial labor pioneer who founded the first garment workers' union and became one of the foremost advisors on labor matters in the nation.

A PICTORIAL HISTORY OF THE AUTOMOBILE. *By Philip Van Doren Stern. Viking Press.* $7.50. A glittering array of motors and motorists since the turn of the century. Those early cars really weren't bad little buses when they ran and didn't catch fire.

THE AMERICAN LIFE CONVENTION: A Study in the History of Life Insurance. *By Carlyle Buley. Appleton-Century-Crofts.* Two vols., $15. A beginning-to-present history of a trade association of life insurance companies whose members hold more than 95 per cent of the legal reserve insurance in the United States and Canada. There's more insurance data packed here than in an agent's handbook.

A HISTORY OF MECHANICAL INVENTIONS. *By Abbott Payson Usher. Harvard University Press.* $3.50. Professor Usher traces the development of inventions through the nineteenth century, with lengthy descriptions of critical inventions such as the loom, lathe, stationary steam engine, and printing press.

STUDY IN POWER: John D. Rockefeller, Industrialist and Philanthropist. *By Allen Nevins. Charles Scribner's Sons.* Two vols., $10. This is much more than another life story of John D., written by Mr. Nevins. From letters and reports made available to him for the first time, Mr. Nevins reconstructs Rockefeller's methods of organization, and how he worked and achieved a $30-million-a-year income.

REVIEW AND REFLECTION: A Half Century of Labor Relations. *By Cyrus S. Ching. B. C. Forbes.* $3.95. The former Federal mediator reviews fifty years' participation in industrial relations.

ECONOMICS

THE ECONOMIC IMPACT ON UNDERDEVELOPED SOCIETIES. *By S. H. Frankel. Harvard University Press.* $5. A foreign economist appraises the Point Four Program in terms of economic development, colonization, and social change abroad.

AMERICAN FOREIGN ASSISTANCE. *By William Adams Brown, Jr., and Redvers Opie. The Brookings Institution.* $6. Traces United States foreign assistance programs from lend-lease to mutual security, analyzes policy issues that arose, and investigates results achieved.

RESOURCES AND THE AMERICAN DREAM. *By Samuel H. Ordway, Jr. Ronald Press Co.* $2. A conservationist's discussion of our current drastic demands upon our natural resources. Mr. Ordway contends that overconsumption stems more from the increasing demands of an expanding economy than from population pressure. He does not hold with the theory that the earth is an inexhaustible storehouse of raw materials. Limits can be reached, he warns, unless we use planning and industrial rationing and bring consumption into better balance with supply.

WE TOO CAN PROSPER. *By Graham Hutton. Macmillan Co.* $2.75. Seeking to spur British industry to greater productivity, Mr. Hutton describes the factors which account for the extraordinary output of American industry. The American worker, he reveals, produces two to five times as much as the British or West European worker.

AMERICAN INCOME AND ITS USE. *By Elizabeth Hoyt, Margaret Reid, Joseph McConnell, Janet Hooks, and Walter Muelder. Harper & Bros.* $4.50. Due for publication in February, this book reveals how the Government and the average family spend. A study by the National Council of Churches.

DEFENSE AND THE DOLLAR. *By Albert G. Hart. The Twentieth Century Fund.* $2. Recommendations by the Twentieth Century Committee on Economic Stabilization on how the country can be economically strengthened by sound fiscal policy.

THE ECONOMIC BASIS OF OUR AMERICAN CIVILIZATION. *By Shepard B. Clough. Thomas Y. Crowell Co.* $4. The concept and the forces which have been responsible for America's economic development; how prosperity can be maintained; and what dangers threaten it.

ORIGINS AND DEVELOPMENT OF THE AMERICAN ECONOMY. *By E. A. J. Johnson and Herman Kroos. Prentice-Hall.* $5. Designed primarily for college study, this text traces the economy from its simple origins to the present complex system.

THE STANDARDS WE RAISE. *By Paul Mazur. Harper & Bros.* $2.50. Reviewed in this issue.

THE REGULATION OF BUSINESSMEN. *By Robert E. Lane. Yale University Press.* $3.75. The social relations aspects of government regulations, showing how economic control involves the regulation of business and those who run it. Professor Lane of Yale traces patterns in government regulation, the relationships between bureaucrat and businessman, and offers a plan for accomplishing regulation with less friction.

THE ECONOMIC ALMANAC 1953-1954. *Prepared by the National Industrial Con-*

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ference Board. Thomas Y. Crowell Co. $3.95. An up-to-date reference handbook of facts and statistics about business, labor, and government here and abroad.

BIG BUSINESS: A New Era. *By David E. Lilienthal. Harper & Bros.* $2.75. Mr. Lilienthal warns against outdated attitudes towards big business, and describes how efficient and responsible enterprise, in cooperation with labor and government, can help attain greater prosperity, security, and social progress.

THE WORLD WHEAT ECONOMY 1885-1939. *By Wilfred Malenbaum. Harvard University Press.* $6. Against the background of past experience, the director of the India Program at MIT outlines a policy for using American wheat to spur economic development in various countries.

SOURCE READINGS IN ECONOMIC THOUGHT. *Edited by Philip C. Newman, Arthur D. Gayer, and Milton H. Spencer. W.W. Norton & Co.* $7.95. The history of economic thought and doctrines in Europe, presented via representative writings of leading economists.

SAVINGS IN THE MODERN ECONOMY. *Edited by Walter W. Heller. University of Minnesota Press.* $5. Papers of an economic conference weighing the effects of savings in our economy, particularly the question of savings in relation to inflation.

ECONOMIC CONTROLS AND DEFENSE. *By Donald H. Wallace. The Twentieth Century Fund.* $2. The encroachments and perils of Government economic controls, and how they endanger national security.

THE MECHANISM OF ECONOMIC SYSTEMS. *By A. Tustin. Harvard University Press.* $5. A technical study for dyed-in-the-wool economists, applying recently developed statistical principles and techniques to economic stabilization policies.

INTRODUCTION TO MALTHUS. *Edited by D. V. Glass. John Wiley & Sons.* $2.75. An evaluation of the nineteenth-century English economist's theories, with reprints of his "Principles of Population" and "Proposed Bill for the Amendment of the Poor Laws."

POLITICS, ECONOMICS, AND WELFARE. *By Robert A. Dahl and Charles E. Lindblom. Harper & Bros.* $5. An appraisal of present-day economic systems and their interrelationships with political policy. Economic planning is investigated in detail.

THE ECONOMIC STATE OF NEW ENGLAND. *A Report by the Committee of New England. Yale University Press.* $6. An independent research group of educational and industrial leaders examine the economic health of New England, which seems to be suffering from fits of recession. Getting down to the heart of the problem, these experts investigate New England's agricultural, financial, and human resources; they find some "flutters" and prescribe a course for action.

ESSAYS IN POSITIVE ECONOMICS. *By Milton Friedman. University of Chicago Press.* $5.75. An economics professor at the University of Chicago provides a scholarly account of price theory and monetary theory and policy. An introduction covers the methodology of positive economics.

THE ORGANIZATIONAL REVOLUTION. *By Kenneth E. Boulding. Harper & Bros.* $3.50. The growth of large organizations in American life—business, labor, agriculture, veteran, fraternal—causes and consequences of the development, and the effect upon the individual.

STUDIES IN ECONOMETRIC METHODS. *By William C. Hood and Tjalling C. Koopmans. John Wiley & Sons.* $6. This isn't a book for 9:00 A.M. to 5:00 P.M. economists. But those who like to burn the midnight oil might decipher and profit by the methods and problems associated with the simultaneous equations approach to the estimation of behavior constants in economic theory.

RELIGION AND ECONOMIC RESPONSIBILITY. *By Walter G. Muelder. Charles Scribner's Sons.* $3.50. The dean of the Boston University School of Theology brings religion and economic responsibility into a living relationship to one another. He describes the relation of the Church to the economic scheme of things, the ethics of labor unions and their role in industry and politics, and from a comparison of the American and Russian economies he points out lessons to be learned.

LABOR RELATIONS

UNION CONTRACT CLAUSE FINDER. *Edited by the Staff of the Employee Relations Bulletin. National Foreman's Institute.* $7.50. A quick, convenient way to put your finger on tested union provisions, each designed to protect management rights, assure reasonable freedom of operation, and assure acceptance by the union. Represented here are the collective techniques and experience of the nation's top industrial relations men.

AMERICAN LABOR FROM DEFENSE TO RECONVERSION. *By Joel Seidman. University of Chicago Press.* $5.50. Changes in collective bargaining and in union strategy from pre-World War II through the postwar years, described by an assistant professor of social science at the University of Chicago.

RETIREMENT AND THE INDUSTRIAL WORKER. *By Jacob Tuckman and Irving Lorge. Bureau of Publications, Teachers College, Columbia University.* $2.75. The

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attitudes of workers toward retirement, and the reasons behind those attitudes, as determined by a study by the Institutes of Adult Education and Psychological Research of Teachers College in cooperation with a labor union and the Federal Security Agency.

THE INTERNATIONAL LABOR MOVEMENT. *By Lewis L. Lorwin. Harper & Bros.* $5. A history of the international labor movement from the late Twenties, describing aims and programs of various organizations, sources of power, and the influence labor has had on world events.

THE WORKER SPEAKS HIS MIND ON COMPANY AND UNION. *By Theodore V. Purcell, S. J. Harvard University Press.* $6. Reviewed in this issue.

SUCCESSFUL LABOR RELATIONS FOR SMALL BUSINESS. *By J. M. Black and J. G. Piccoli. McGraw-Hill Book Co.* $6. Suggestions on how to attain and maintain good relations with employes, how to establish a sound and lasting labor policy, and how to deal with union representatives.

CASE STUDIES IN COLLECTIVE BARGAINING. *By Walter Hall, Jr. Prentice-Hall.* $4.95. Case-study approach to various aspects and kinds of collective bargaining.

LABOR RELATIONS WORK KIT. *Edited by Lawrence Stessin. The National Foremen's Institute.* $8. A manual of successful personnel methods and techniques used by progressive companies to get increased production and fewer labor grievances.

PSYCHOLOGY OF INDUSTRIAL RELATIONS. *Edited by C. H. Lawshe and E. J. McCormick. McGraw-Hill Book Co.* $3.50. This book is designed to give foremen and supervisors a better understanding of why workers act and behave the way they do.

THE LOCAL UNION: Its Place in the Industrial Plant. *By Leonard R. Sayles and George Straus. Harper & Bros.* $2.50. The role of the local labor union in the operation of the labor movement as a whole, pointing up basic problems and conflicting pressures built up by both the national union and management.

FINANCE AND TAXATION

MANAGING YOUR MONEY. *By J. K. Lasser and Sylvia F. Porter. Henry Holt & Co.* $4.95. Economics for the home prescribed by two top financial experts. Do you have trouble meeting your instalment payments? Would you welcome helpful advice on personal budgets, loans, insurance, banking and investments, etc.? Would you like to stop banging your pillow and counting sheep? Look into this book. It's worth the price of admission.

TAX SHELTER IN BUSINESS. *By William J. Casey and J. K. Lasser. Business Reports, Inc.* $12.50. In this tax guide, co-authored with William J. Casey, Mr. Lasser examines the methods companies are using to minimize their taxes, particularly how to convert tax deductible dollars into future capital values.

HOW TO BUY STOCKS: A Guide to Successful Investing. *By Louis Engel. Little, Brown & Co.* $2.95. The advertising manager of Merrill Lynch, Pierce, Fenner & Beane offers clear-cut advice on what to look for when dabbling in securities and investments.

INVESTMENTS: Principles, Practices and Analysis. *By Douglas H. Bellemore. B. C. Forbes & Sons.* $10. A source book on the theory and working of investments.

MONEY, MEN AND MACHINES. *By Waddill Catchings and Charles F. Roos. Duell, Sloan & Pearce.* $2.50 Two business leaders explain for the layman what money is—and what money does. They argue that Congressional control of the policies of the Federal Reserve Board will result in better-budgeted fiscal methods.

PRINCIPLES OF AUDITING. *By Walter B. Meigs. Richard D. Irwin.* $8.65. A college text which will serve as a refresher to those who are responsible for internal controls. Emphasis is placed on internal control both from the standpoint of management seeking means of achieving adequate internal control and from the standpoint of the auditor appraising the system of internal control as a basis for efficient verification work.

EMPLOYMENT AND WAGES IN THE UNITED STATES. *By W. S. Wotinsky and associates. The Twentieth Century Fund.* $7.50. How many of our people make up our total working force? What are their ages? What is their distribution throughout the country and in various occupations? Where are the "ups" of employment? Where are the "downs"? What about wage rates? An approach to these and similar questions is found in this factual and authoritative survey of Americans at work.

COMMUNITY WAGE PATTERNS. *By Frank C. Pierson. University of California Press.* $3.75. A university survey of

local wage patterns, including wages and their relation to employment, productivity, union activity, and investments.

PRICE PRACTICES AND PRICE POLICIES. *Selected writings by Jules Backman. The Ronald Press Co.* $8. This is a thorough coverage of successful pricing policies and techniques used in many fields—manufacturing, public utilities, insurance, retailing, agriculture, and even fee-setting in the professions. Explains functions and effects of anti-trust laws, the Robinson-Patman Act, fair trade laws, and unfair practice acts.

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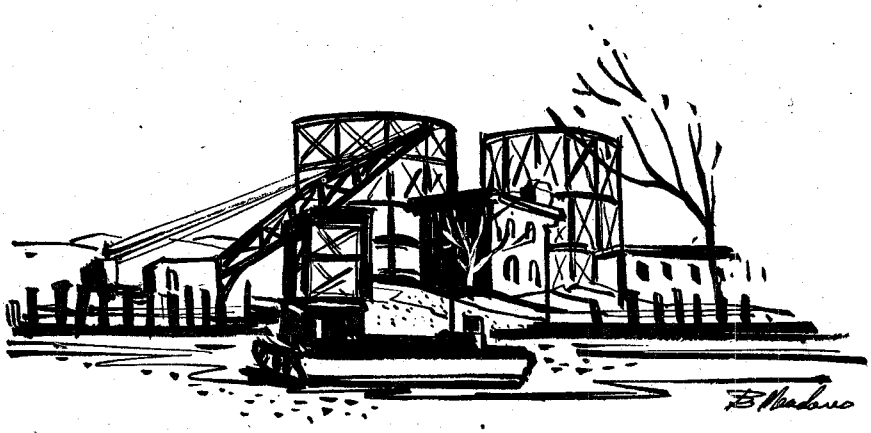

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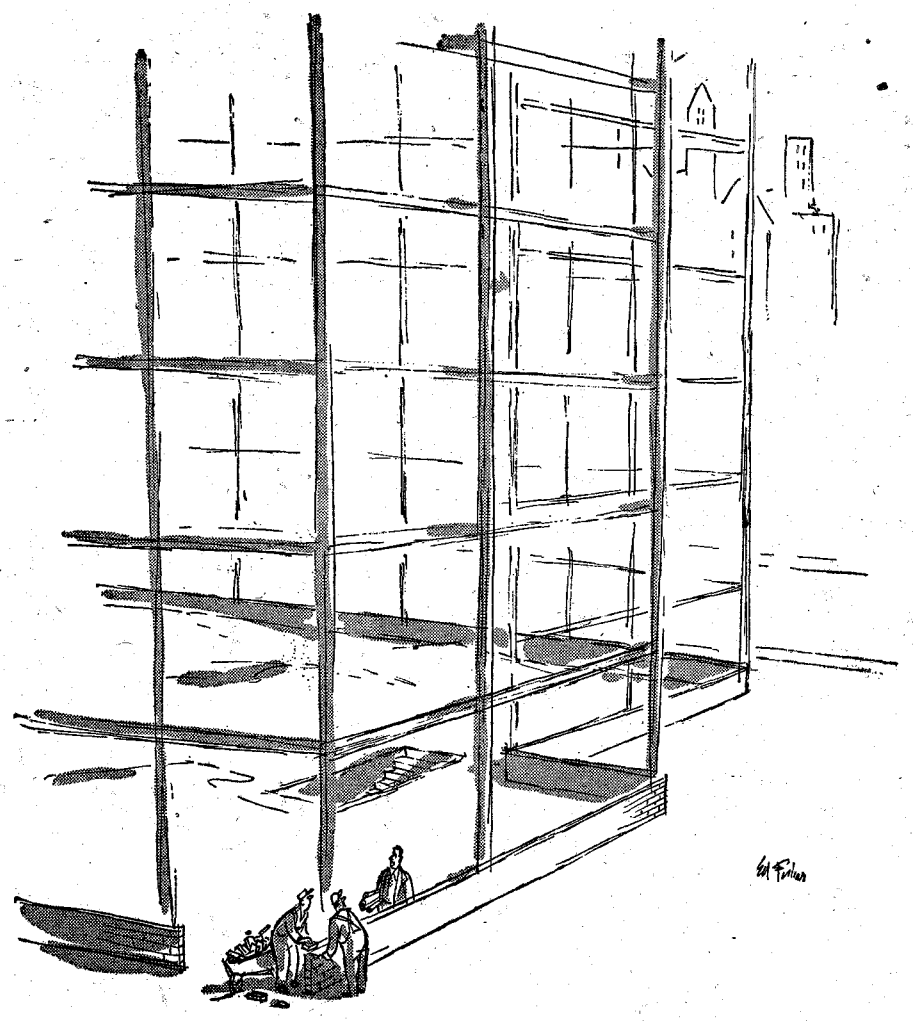

"Okay—that winds up the job for you fellows. From here on it's all glass."

Poll

(*Continued from page* 34)

tained escape clauses and other devices, such as variable import rates for different levels of imports, to prevent such injury.

Low American tariffs do not automatically create freedom in international trade. The Bell and Piquet reports made it quite obvious that, under the most favorable circumstances, less than two billion dollars' worth of goods would be imported. It is not the solution of the international trade problem. The most we could concede is that it is a step in that direction.

If we are really interested in more international trade we must determine whether it necessarily means more American trade. What role do we want to play? Do we want to encourage more trade among the nations and to participate only at the points where our goods are markedly more advantageous? Shall we force our goods on the international market? Shall we press our agricultural and other surpluses on the world market when their dollar supplies are low? Shall we try to push our capital goods when alternative goods are available from other countries? Or should we limit our exports to goods where our superiorities in product, price, finance, merchandising, and service are marked?

The answers to these questions can be reached only by looking at both export and import policies. The present tendency of focusing on imports distorts the analyses.

We do not believe that we should injure our industries through wholesale reductions in rates. The advocates of reducing tariffs should enumerate the types of industries and criteria for choosing American industries which they believe might justifiably be injured and to what degree. We can then evaluate the program.

In its present form it is too reckless and destructive of American industry. By all criteria which we have examined the textile industry must and should not be injured.

The advocates of lower tariff rates must also be prepared for variable rates for different levels of imports to protect the segments of American industry which they agree should not be injured. Injured workers, plants, and industries must be aided in their adjustments.

Tariff reductions must not be contemplated in an era of widespread unemployment such as now pervades our economy.

If we want to assist world development and economic stability our reliance on expansion of commercial international trade must necessarily be limited. It must be considered as a means of giving support to a program of technical assistance, financial grants, and large-scale investments.

The economizers supported the phrase "Trade, Not Aid" to junk the aid program. We are now, in effect, reducing

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our effective assistance to world development.

William Schoenberg, general president, United Cement, Lime and Gypsum Workers International Union:

We know of many instances in which foreign competitors utilizng substandard conditions of employment can and do compete directly with American products, and could in the absence of reasonable protection by import duties drive our producers to lower levels and deprive the American workers of employment.

The forces of the American Federation of Labor are strongly opposed to unfair and unjustifiable competition that derives its comparative advantage in our markets from payment of lower wages and the imposition of inferior working conditions.

Stanley C. Allyn, president, The National Cash Register Company:

(Excerpt from an address given by Mr. Allyn at the Fifty-Eighth Annual Congress of American Industry, NAM, in New York, Dec. 2, 1953.)

The most important single factor in promoting world trade is to keep our economy prosperous. A strong economy at home does more than anything else to keep imports at high levels.

There is no doubt that our custom policies and procedures should be reexamined. In addition, a consistent tariff policy not subject to the whims of a changing economic climate will go a long way in building confidence for the trader.

G. M. Gadsby, chairman of the board and president, Utah Power & Light Co.:

Basically, it is my belief that no steps should be taken altering the status quo until a greater degree of reciprocity and mutual consideration between our country and the other free nations as attained.

Tariffs have become such an integral part of our whole economic structure that any changes based upon ideologies of world freedom and "Trade, Not Aid," may weaken other parts of the economy, so that the net effect will be a loss not only to the United States but to the world at large. I do not maintain that no changes can or should be made, but the approach should be cautious and after proper evaluation of overall and total effects upon employment, conservation of resources, and the maintenance of the ideals embodied in our American system.

Morris B. Pendleton, president, Plomb Tool Co.:

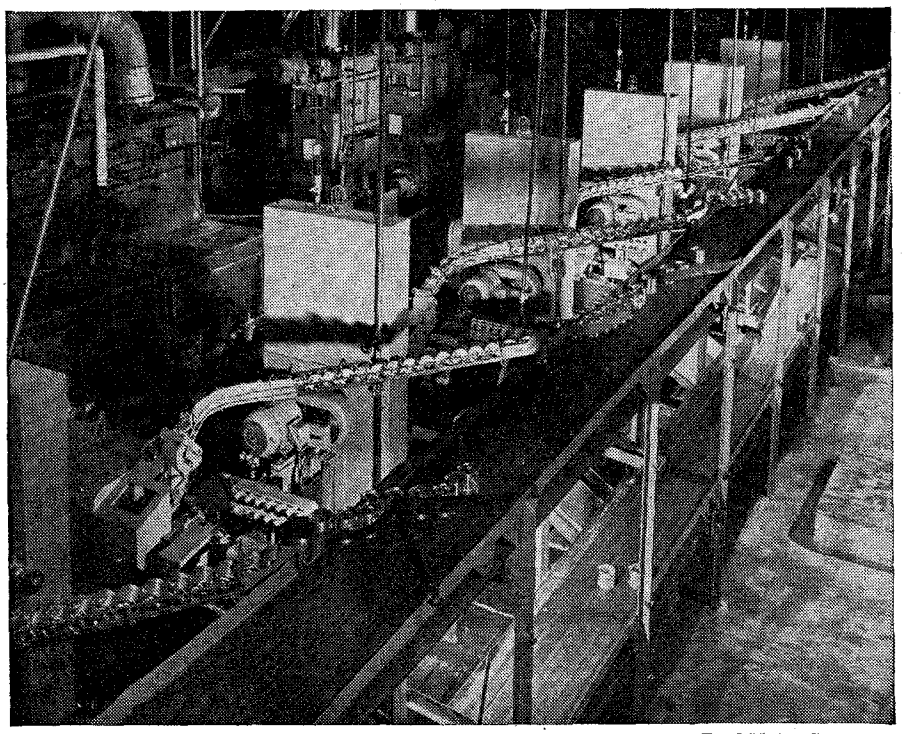
First step toward freeing international trade is to cut operating tape at ports of entry. These hurdles and stupid rules injure our trade relations more than tariff rates. There are an abundance of rates that could be lowered without injuring the U.S. economy, therefore let's go about it selectively.

Ernest C. Kanzler, chairman of the board, Universal CIT Credit Corp.:

It is obvious that a free exchange is beneficial—but we have built up some protection to certain industries and this should not be withdrawn without opportunity for adjustment.

Elmer L. Lindseth, president, The Cleveland Electric Illuminating Co.:

Subsidy, whether national or international in nature, is a difficult thing to defend, for it almost inevitably works to



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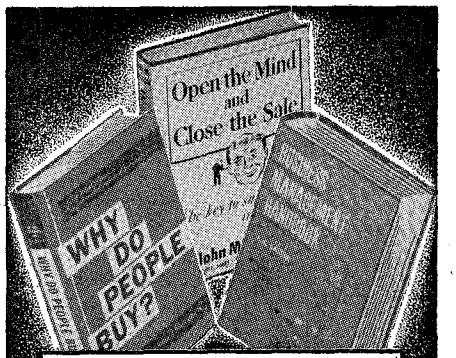

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the detriment of the ultimate consumer. There seems no reason to consider tariffs a justifiable exception.

J. D. Zellerbach, president, Crown Zellerbach Corp.:

I think it is to the long-range advantage of our whole economy to bring about a lowering of American tariffs and customs barriers. While this undoubtedly will do damage to certain industries, I think methods to deal with such situations can be devised. Furthermore, I believe that any lowering of tariffs should be gradual but in accordance with a fixed formula over a period of not more than, say, five years.

I am firmly of the opinion that action in this regard does have an important effect on our internal economic health as well as on world stability. Unless we make it possible for other nations to sell in our markets, assuming a discontinuance of our grants in aid, it will be necessary for such countries as have been purchasing American products in substantial quantities either to curtail usage of such products or purchase them elsewhere, resulting in a reduction in world trade and lowered standards of living all around.

Jack Straus, R. H. Macy & Co., Inc.:
(From annual report)

. . . I believe that we and many other merchants of this country could greatly increase our purchases abroad if tariffs were lowered—and by increasing our purchases abroad we would help foreign countries to get the dollars they need to reduce the dollar gap. . . . We would be foolish not to recognize that our best chance for loan repayments is to lower our tariffs so that other countries may sell us more of what they make. In the process we would be aiding the free world to become economically healthier and independent.

L. Buckmaster, general president, United Rubber, Cork, Linoleum and Plastic Workers of America:

. . . It is my understanding that if all American tariffs were completely eliminated this country still could not absorb the total goods and services which other countries would have to sell in order to remain economically healthy. The countries of Western Europe, for example, are now denied access to their traditional markets in Eastern Europe. Japan cannot trade with much of the Asian mainland. An effort must be made to increase the trade between and among countries other than the United States in addition to promoting trade between these countries and ours.

Bernard Baruch:

. . . There are two things I would like to call your attention to. One is that when you discuss tariffs it all depends upon whose ox is being gored. I do not recall any single country in the world today which has free trade. Secondly, there is no value in tariff discussions until the nations of the world have freed their currencies.

M. C. Firestone, secretary-treasurer, United Wall Paper Craftsmen and Workers of America:

. . . In considering the question of international trade, it seems to us that first considerations must be given to protecting the economic welfare of American industry and its workers if we are to maintain the American high standard of living and prosperity, which was built on and rests with small American industry. To that end adequate protection must be provided against foreign goods that displace American production, and free entry extended only to such goods that supplement it.

Frank M. Folsom, president, Radio Corporation of America:

. . . If we expect the world to buy the products we manufacture we must in some way find a means to buy the products that other countries are anxious to sell us. The solution to the problem will not be easy to find, but I do believe it must be found. There must be a balance somewhere along the line.

John J. Grogan, president, Industrial Union of Marine and Shipbuilding Workers of America:

. . . Without imports much of American industry would close down; many workers would lose jobs; all of us would have to do without a large number of things we enjoy now.

Alfred C. Fuller, chairman of the board, The Fuller Brush Company:

The United States industrial economy has been built up under a protective tariff. Labor rates and other costs of production have been adjusted to a protective system. It is therefore impossible to lower tariffs without seriously injuring various industries. It is a fact that we have a great economic advantage because our population of over 160,000,000 provides a domestic market larger than that enjoyed by other parts of the world, but productive facilities have been increased in relation to it. Therefore, in order to keep fully employed all workers this market must be largely preserved for our own production and distribution.

Free Trade . . . Yes

Continued from page 30

it wise to continue to give away the products of this nation, raw materials, and resources while refusing to accept payment in kind from abroad. This will serve only to impoverish our peoples, lower our standard of living, and deplete our natural resources.

The same concept was carried forward the following February in a notable address delivered in Chicago by Henry Ford II, from which I quote the following excerpts:

For, as our defense production falls off, we must find markets for our added productive power. One potential source is the expansion of world trade to higher levels. But in order for others to buy from us they must be able to sell to us. Unless, that is, we would rather subsidize our exports by bigger and better giveaway programs. That's just another way of saying that the free world can't trade on a one-way street.

There is only one really satisfactory answer to the dollar gap at the high level of trade which the free world needs. The closing of the gap and higher trade can only come about if the United States increases its imports at a far higher rate than its exports.

Americans have a fondness for goals. In industry we like nothing better than to set a production or sales goal and then go out and surpass it. I see no harm in suggesting that we set as our first goal in the drive for an expanded trade an expenditure of 2 per cent more of our national income—two cents out of every dollar—in buying goods and services from abroad.

. . . We are in a very odd position. While we have helped build up the production of our allies and former enemies so that they can stand on their own feet in competitive world trade we have at the same time maintained trade barriers which make it harder for them to sell to us—their biggest potential customer.

And nothing could have been more courageous than that year-end statement for 1952 by J. G. Shennan,

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president of Elgin National Watch Company, who, while urging continued pretection for the manufacture of precision instruments as an essential defense industry, nevertheless said:

> Considered in terms of how an imperiled industry can protect itself, this means a firm rejection of the classic idea that cheap foreign competition inevitably destroys a domestic industry and causes wholesale unemployment. We are substituting for that concept the principle of industrial evolution; we are hedging against foreign competition by diversifying, so that we can create new sources of income and new jobs to replace the old when needed.

And then there is the subject of East-West trade, on which our opinions reflect similar contradictions. They find expression in the violent sort of outbursts which I suspect are the occupational disease of two classes of our people—businessmen and Congressmen. Our deep-seated anger against Russia is altogether right. We took too much too long, but this question is not one of black and white, and we should not let our emotions blind us to the fact that it has two sides. What it needs is the cold, objective appraisal which the Kremlin itself uses, always letting American security, which includes a sound economy, give the final answer.

Historically a large segment of Central Europe has always traded with the East, exchanging the products of its factories for those of the farm and forest. To forbid all trade with the enemy has the capsule clarity which Americans love: it responds directly to our anger. Yet, by slamming down on the East our own iron curtain of no trade in that direction, and at the same time holding firm on the other side of the barrier of our tariffs, we leave these industrial districts without markets.

Further examples of uncertainty of purpose and contradictions in conduct on our part in the field of foreign affairs could be added, but none are needed to demonstrate that our Government needs promptly to know what the American people believe to be the proper responsibility of our country at this critical period in world history. To achieve that we must first have vigorous public debate, led by those who have knowledge of the facts, and in which each thoughtful citizen participates. We are not well-informed on these subjects, nor particularly roused concerning them, but we must be before there will emerge a solid common denominator of public opinion upon which national policy may be based.

"New Businessman"

Continued from page 25

day, an injunction he coined thirty-four years ago when he was signed on as a mill employe, "Drive Straight Ahead with a Positive Mental Attitude."

He crammed a one-year course in Ancient History into ten days, and passed the examination with flying colors. Except for four months in the London School of Economics, every period of education included earning a livelihood; still, he earned election to Phi Beta Kappa in the process.

Bullis has developed a six-point code of precepts for the younger executive in General Mills:

1. Build men—big men.
2. Give everyone on the payroll an opportunity to advance if he is willing to pay the price of intelligent hard work.
3. Emphasize the human side of the organization and build morale.
4. Recognize that modern business is a responsible public service and that profit-making entails the developing of public good will and wider purchasing power with resulting general benefits.
5. Have a creative attitude of mind and use the research approach to every problem.
6. Have enthusiasm for change, courage for new ideas, and daring of imagination and sincerity of conviction.

What made him this way? Why is he Bullis, not Babbitt, even though, as he moves forward, the shadows of Babbitt, Dodsworth, and Jefferson Selleck dance around him? Unfortunately, the mainspring of a man's drive must remain a mystery. What makes a successful businessman is the subject for a social scientist's speculation. What gives him international perspective is anybody's guess.

Yet a sufficiently impressive number of American businessmen of stature have been moving in the same direction. There must be motivations common to all of them. Some, of course, are unique to Harry Bullis.

In his case perhaps the strongest impulse flows from the part that religion plays in his life. His view of the world is complex; his relationship with his God as simple as it was on the occasion when he faced an unresolvable emotional problem of adolescence. His mother, sensing the boy's anguished conflict, urged him to go to the woods and there, kneeling alone among the trees, pray to God for guidance. Bullis prayed and "heard God's voice." Prayer is still a daily necessity. And listening for God's voice is the method

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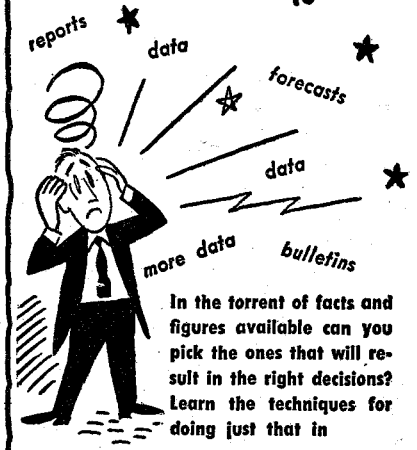

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—General Mills.

". . . in vast portions of the earth hunger decimates."

by which he makes his most important corporate decisions. He says, "God is my senior partner."

Harry Bullis's unsophisticated faith has given him his sense of responsibility to his fellow man. Deeds, in addition to devotion, are at the heart of his creed. For Bullis the world is peopled with individual human beings, brother to each other and sons of one father.

But social conscience requires direction. Bullis himself credits his four years at the University of Wisconsin as the most significant of his lifetime. In those years the university, as the state itself, was in a ferment of experimentation in the midst of immigrant populations. The University of Wisconsin was radical, independent, and free.

In 1941 Harry Bullis participated in a memorial meeting for the University's most celebrated president, Glenn Frank. We learn much about Bullis from the elements he praises in Dr. Frank's extraordinary career. "His own intellectual integrity made him an earnest and unbiased searcher after truth, and he respected the rights of others to freedom in the same search . . . President Frank stood steadfastly throughout the years for freedom of speech and academic tenure. Very often, in the face of vigorous criticism, he accorded full liberty of thought and expression to all forces—right, left, and in-between. President Frank vigorously upheld this tradition of an utterly free university. Today, as we see the lights of learning fading one by one in the universities of Europe while they become purveyors of organized propaganda for the dictators in power, we realize how fortunate we are in America, where scholars are still free to seek the truth and to speak the truth as they see it."

There were other meaningful and stabilizing influences. A shy boy who stammered traveled from town to town selling sewing machines and in the process learned to measure and persuade people. Business to Harry Bullis has always been people, and here the great change in American industry is best reflected. Had he been born two generations earlier he might have been of that breed who rode roughshod over nature and men in order to create things. Bullis, however, is one of the giants of the new generation who build markets, not machinery, whose challenge is the customer, not the earth or the elements. Bullis worked his way from the bottom, but throughout he was employe not owner. He still is. As a hired manager he attains his objectives by harnessing the fullest satisfactions of the thousands who work within his enterprise and the millions who buy from it.

But why an internationalist? Here we are not reduced wholly to speculation. It seems inescapable that his service in World War I, his youth-time months in London and Paris left their effect, their education, and their nostalgia.

The disparity in the lives of people throughout the world has troubled Bullis. Perhaps most significant is the fact that for thirty-four years his business has been the world's most basic commodity, flour. With a respect for facts and a hunger for information, this manager of the world's largest flour-milling company must long ago have observed that in the United States there is bread enough for everyone and grain to spare. But in vast portions of the earth Malthus rules, hunger decimates, and famine produces pestilence and ignorance and war.

HARRY BULLIS is the "new businessman." He is not a sophisticate; he is not an esthete. The intellectuals who like to war with the businessman might successfully charge him with many of the naivetes usually attributed to the man who has spent most of his life in commerce and industry. Yet, this man's preoccupation is the world and its anguish. His importance derives less from his particular actions and views than from the fact that both reflect a substantial movement among the executives of America. Bullis himself must be measured as a man. But America will be measured by the number of such men it has produced—and by the understanding throughout the world that these men exist here, and that they shape national policy, and that their concern for peace is as dynamic as their interest in corporate profit. The Bullises have given the lie to the one view shared by the German Karl Marx and the American Henry George, that the business drive towards profit must inevitable lead to exploitation and war.

We know what Bullis is. We guess why he is. We hear him say what he wants: "I grew up so quick that at thirteen I was as tall as I am now. No one, including myself, ever thought Harry Bullis could ever amount to anything. And perhaps I never will unless I can do something to help world peace. One way is to have intelligent world trade. Perhaps more than anything else it can postpone war. And our job is to postpone it as long as any of us know how."

"I am a businessman, not a philosopher," he has said. "My democracy is not a casual mixture of Red ideologies and assorted daydreams. It has a tough lineage. Its mother is personal freedom under law. Its father is free enterprise. To me world peace means the green light to a future of human decency, scientific and economic progress, and the gradual banishment of poverty and ignorance. It means an end to the paralyzing threat of a third world war, with all its human and economic destruction. It means the fulfilment of our finest hopes and greatest destinies.

"I don't think I have made much of a contribution yet. I'll strive 'til I go to my grave to repay my obligation to my country, my alma mater, my company, and, if I can, to the world."

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Seeing Things

FRENCH WITH TEARS

TALKING in Paris with an interviewer from the *Times,* Jean Anouilh confessed that "Colombe" (produced here under the title of "Mademoiselle Colombe"*) is one of the plays to which he is most attached. There is no reason why dramatists should not have favorites among their works, nor is there anything Gallic about such an intramural amour. After all, for several weeks this season the theatre pages in New York papers ran an ad which was equally home-sprung in its affection. The ad was for the now-departed "A Girl Can Tell" and carried one, and only one, endorsement—"Funnier than 'The Moon Is Blue'." This quote did not come from a critic. Instead, it was printed over the name of F. Hugh Herbert, who just happened to be the author of both "A Girl Can Tell" and "The Moon Is Blue."

When interviewed about "Mademoiselle Colombe" M. Anouilh mentioned the reception given his four plays previously produced here ("Antigone," "Cry of the Peacock," "Ring 'Round the Moon," and "Legend of Lovers"). Then, with that French rationality which extends to everything except politics, he sought to explain what may have kept these dramas from being the successes in New York that they were in Paris.

M. Anouilh's transatlantic hopes for "Mademoiselle Colombe" were high. He thought the fact that it was written in realistic terms, with which he seems to believe Americans are most at home, would make it more acceptable here. He was convinced that the story he was telling this time was simple, human, and universal. As he put it, "the plight of a man who loses his wife, when she moves into a world different from his own," is a situation which "should strike a responsive chord in any latitude."

No doubt it would, no doubt it could, if a play consisted merely of the story it tells, or, if you prefer, "the plight" to which it gives dramatic expression. But the Atlantic, reduced to a lake by aviation, remains an ocean, usually too wide to be crossed by Parisian successes headed for Broadway.

The reasons for this are many. Translation, a sizable problem in itself, does not stop with finding English words for French ones. French plays have an esprit (spirit to you and me) as definite as the spirit of Paris itself and as impossible to transport. The tastes of playgoers by the Seine are not the same as those of playgoers by the Hudson. Even Americans like plays in Paris which they do not like at home. Beyond the subtle and stubborn mystery of place there are other difficulties. Count high among these the finding of actors, born in any of the forty-eight states, who while speaking English and looking American can create the illusion of sounding and seeming as if they worked and lived *sous les toits de Paris,* rather than under the roofs of New York.

As one who was deeply stirred by "Antigone" and relished the imaginative freedom and verbal caperings of "Ring 'Round the Moon" in Christopher Fry's adaptation, I came to "Mademoiselle Colombe" expecting much. To my disappointment, however, I found that M. Anouilh's play, in addition to not crossing the Atlantic, did not even come across the footlights as that simple, human, and universal script he thought he had written.

The husband in "Mademoiselle Colombe" does lose his wife when she moves into a world different from his own, but that loss is presented in terms so special that for Americans the theme has little truth or interest. Against a tawdry background of a Parisian theatre at the turn of the century M. Anouilh attempts to oppose reality and make-believe, innocence and cruelty, good and evil. To do this he tells the story of how an exuberant young girl forgets her husband when he is called up for military service, cuckolds him with his good-for-nothing brother, and happily embraces the "slimy life" of the playhouse over which her hateful mother-in-law rules as much a monster as a star.

M. Anouilh's writing in his new play is bitter, his touch murderous, and he enjoys cruelty for cruelty's sake. His mood most certainly is his prerogative. It could be a source of pleasure if only he made audiences feel as he does. But "Mademoiselle Colombe" fails, at least as seen in New York, where it needs most to succeed. Its brutality is dull rather than absorbing, its story incredible instead of convincing, and its characters (with the exception of Colombe herself) scarcely more than feeble cartoons. Perhaps the most fatal of the script's weaknesses, aside from its being boring, is its failure to explain why Colombe should want her aggressive dullard of a husband to defer his military service when, after two years of marriage, she must have discovered how impossible he is.

MY conviction is that no one could have turned out an acceptable translation for America of M. Anouilh's play with its dreary scenes of elementary farce, its tedious discussions of jealousy, and its unpersuasive romantic interludes. This conviction is only strengthened by the fact that even Louis Kronenberger has not succeeded. No one in this country knows

Edna Best, Julie Harris—"... cruelty for cruelty's sake."

MADEMOISELLE COLOMBE, by Jean Anouilh, adapted by Louis Kronenberger. Directed by Harold Clurman. Settings by Boris Aronson. Costumes by Motley. Presented by Robert L. Joseph and Jay Julien. With a cast including Julie Harris, Edna Best, Eli Wallach, Sam Jaffe, Harry Bannister, Mikhail Rasumny, Frank Silvera, William Windom, etc. At the Longacre Theatre, New York City. Opened January 6, 1954.

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more about comedy than Mr. Kronenberger or can write about it so wittily in its own terms. Even so, the glitter he can bring to a critical thrust and the dexterity with which he can turn a phrase or toss off an epigram are missing in his dialogue for "Mademoiselle Colombe." Only a few of the speeches bear his imprint; the rest are obviously translations.

IN HIS settings Boris Aronson has achieved the fusty backstage atmosphere of an old Parisian theatre. And Motley has designed for Julie Harris and Edna Best costumes authentic in their charm or grotesqueness. But it would be hard to imagine actors less French in looks or manner than Edna Preston as the great star's dresser, Harry Bannister as her leading man, Mikhail Rasumny as her hack poet, Nehemiah Persoff as her hairdresser, Frank Silvera as her manager, William Windom as her no-good son, or Eli Wallach as his brother, Colombe's madly jealous husband. Among the men only Sam Jaffe, as the old star's browbeaten secretary, creates a credible human being.

Made up and dressed to look like one of Toulouse-Lautrec's blowsy harridans, Miss Best has her interesting moments visually and vocally as the old star. If, admirable performer though she is, she soon becomes tiresome as this heartless egotist it is because of the monotonous violence with which she has been asked to attack scene after scene and speech after speech. She makes an unbelievable part the more unbelievable by yelling her way through it with all the raucousness of a sound truck at election time.

The evening's sole redeeming feature for me is Miss Harris's playing of Colombe. On a stage cluttered with caricatures she is the one character. Once again Miss Harris is as fine as all of us have come to expect her to be. She is an actress of all-conquering skill and fascination; possessed of those gifts with which only the rare and radiant players in any generation are blessed. The love of life beats so strongly in her and is such a jubilant expression of youth that her innocence remains indestructible regardless of what a script may require her to do. Her Colombe, which has the untarnished freshness of a Renoir maiden, is another triumph for her. Anyone interested in collecting theatre memories would, I think, be unwise to miss seeing Miss Harris in any part she plays. Even a poor production of a French play which refuses to take out naturalization papers here cannot obscure her excellences.

—JOHN MASON BROWN.

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BROADWAY POSTSCRIPT

Bigamy: Commuter's Style

"THE Remarkable Mr. Pennypacker" is now a fairly unremarkable hit. This new comedy by former screen writer Liam O'Brien begins unpromisingly on the level of warmed-over Lindsay and Crouse. We meet the Pennypacker family in Wilmington in the year 1890, and for the first half-hour everything seems to be a repetition of three unoriginal jokes. In general terms these boil down to the irate patriarch, the large number of children in the Pennypacker family, and the quaint adherence to now obsolete social conventions. However, these obvious and well-worn devices do serve a purpose. They let us know that the head of the family is an incorrigible freethinker and that he is engaged in a business which requires him to spend alternate months at home in Wilmington and away in Philadelphia. A complication arises when a young boy arrives from Philadelphia and informs the Wilmington family that he is one of nine Pennsylvania children who claim Mr. Pennypacker for their father. Finally, Mr. Pennypacker shows up, does a double-take before his perplexed family, and then turns to the visitor and in the tone of a practised pitchman says, "Son, you belong in Philadelphia."

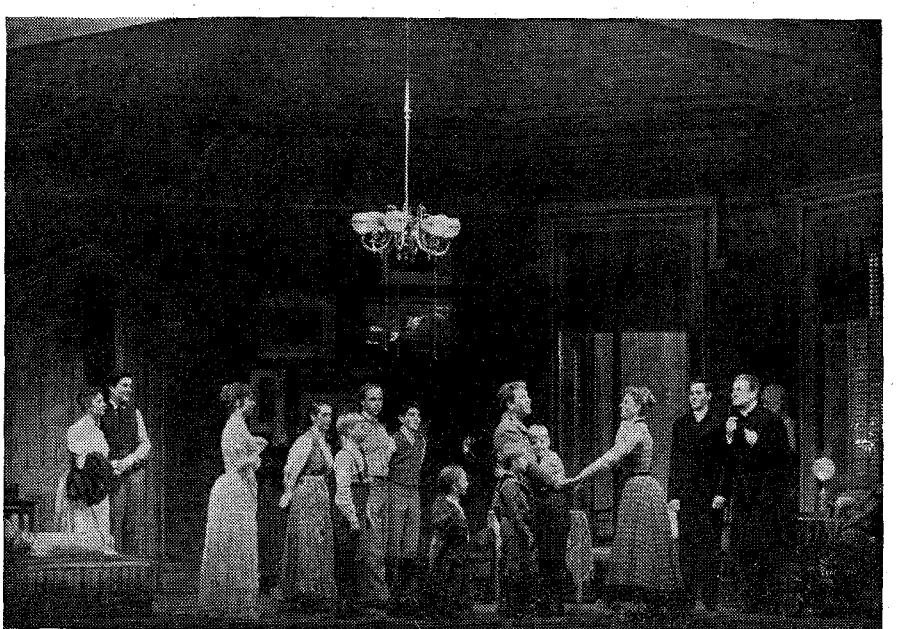
At this point the comedy comes alive on its own, and the second act is eagerly awaited. Unfortunately, the remainder of the play disappoints. There are no new complications of any consequence. Mr. Pennypacker turns out to be a man of principle who committed bigamy as one of a long series of social protests. He points out that in some countries a man is permitted a harem but no liquor. In Delaware a man is allowed only one wife but "all the whiskey necessary to stand it." So, instead of being an engaging scoundrel, Mr. Pennypacker begins to take on the proportions of a Shavian hero.

Since very few playwrights can function very long on the level of Shaw without suffering by comparison, Mr. O'Brien understandably beats frequent retreats to the homey hearth of American domestic comedy. The best example of this playwright's making the best of both worlds is his third-act revelation that the Philadelphia Mrs. Pennypacker has been deceased for the decent interval of eight years (this makes reconciliation with the Wilmington Mrs. Pennypacker feasible in the eyes of a conventional audience), while at the same time having Mr. Pennypacker stoutly deny that this has any bearing on his guilt or innocence (which satisfies the tough-minded playgoer to some degree). Perhaps what Mr. O'Brien is really saying is that the Shavian freethinker, who is essential to any kind of social progress, is allowed to exist only by self-delusion in our conventional society. On an emotional level we prefer to face the truth not as it is, but as a compromise between what it is and what we would like it to be. Mr. Pennypacker is loved by his wife because she believes him more freethinker than freedoer.

Fortunately, the vacillating comedy has been well produced. The management has introduced a talented new director to Broadway, Alan Schneider, and he has more than justified the confidence by composing and moving the play's large cast in graceful and meaningful patterns. Ben Edwards's settings and costumes are colorful with a touch of imagination thrown in. And Burgess Meredith manages to keep astonishing freshness in the role of the harassed freethinker. He is abetted by Glenn Anders, who as a worried Anglican vicar uses a few broad mugging antics to keep the laughter going through the dead spots; by Thomas Chalmers, who makes a formidable roaring antagonist; and by Martha Scott, who brings star quality to the underwritten role of Mrs. Pennypacker. Una Merkel, Phyllis Love, and Michael Wager are effective in small parts, and Roger Stevens adds a pathetic note as the stray Philadelphian.

"The Remarkable Mr. Pennypacker" falls well short of being the kind of comedy its author would obviously like to write, and it is really not very satisfactory as an old-fashioned heartwarming tale. It is a Texas League pop-fly hit too far to be handled by the infield and not far enough to reach the outfield. While it must go down in the record books as a safe hit, one is inclined to reserve one's admiration for the feat.

CERTAINLY one of the acting gems of the season is Judith Anderson's portrayal of Mrs. Eastman-Cuevas in "In the Summer House." [*SR* Jan. 16]. This brilliant actress, who is the nearest thing we have to an Edith Evans, seems to be made for playing the petty snobbish cruelties of high comedy. In her opening soliloquy she gives a clear demonstration of what an actress can do to augment a role. By taking a preliminary deep breath she can add poison to the line to come. And with a quick, precisely-timed gesture she can make a trivial statement into a curved dagger. Above all, she can deliver line after line which draws laughter from the audience, without varying from the truth of a character who, unlike Leona Samish in "Time of the Cuckoo" or Amanda in "The Glass Menagerie," is almost completely unsympathetic. In fact, her only ordinary moment comes in the



—*Bob Reynolds—Erwin Assoc.*

". . . compromise between what [truth is] and what we would like it to be."

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last act when the author suddenly injects a piece of sympathetic behavior into Mrs. Eastman-Cuevas's part.

Briefly interviewed over the telephone during a post-opening siege with a head cold, Miss Anderson declares that she loves doing a role so different from anything she has attempted in the past. The actress, whose "Medea" is hailed by many as a milestone in the history of tragic acting, confesses: "I'm rather tired of drapes. I love comedy and I hope that 'In the Summer House' will lead to my getting more comic parts in the future."

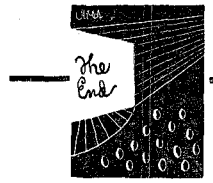
Actually, of course, Mrs. Eastman-Cuevas is a very complex and serious character, even though her speeches and actions lead to laughter. Miss Anderson says: "She is an extraordinary, highly nervous woman who is living a lie. There are far too many people like her around for her to be thought of as a special neurotic. I try and play her as taut, tense, and staccato, because I feel she is really a very frightened woman."

Miss Anderson is very pleased with some of the things former Circle-in-the-Square director José Quintero has brought to the play. "He only worked with us in such time as we could spare from our playing on the road during the final two weeks. He is particularly good at creating a mood and at movement that expresses what a character is thinking and feeling." As an example, Miss Anderson pointed to the moment when after saying "Mr. Solares is a solid manageable man" Mr. Quintero suggested that she mold the ball of wool she is holding.

The actress is also greatly appreciative of the opportunity of playing opposite Mildred Dunnock, who in the opinion of this reviewer gives a wonderfully watery performance that glows with intelligence and warmth. "It means a great deal to have an actress of that quality in a scene with you," says Miss Anderson.

"In the Summer House" is struggling to stay open, and despite the many imperfections of the play it behooves all those with a more than casual interest in the theatre to go and see it. For, thanks to Miss Anderson, it contains one of the truest comic performances of our time.

THEATREGOERS interested in poetic plays will be glad to hear that V. R. Lang's "Fire Exit," an unpublished vaudeville in verse which modernizes the Orpheus legend, is being presented at the Amato Theatre in downtown New York on Jan. 26, 27, and 28. (Admission can be arranged by telephoning John Myers at PLaza 9-1621.) —HENRY HEWES.



SR GOES TO THE MOVIES

The Neo-Classic Renoir

Anna Magnani—"some cross purposes working in 'The Golden Coach'."

JEAN RENOIR the French director, has through the years obviously considered the movies an artistic form, and now that his stature is eminent and assured he has felt the need to experiment even more boldly than in the past. In **"The Golden Coach,"** his new movie, Renoir has investigated some of the classic forms of the past, specifically the commedia dell'arte theatre developed in Italy some three centuries ago. Classicism implies, if I am defining correctly, a respect for form over content, an observance of tradition and style as against emotion. Renoir's movie would seem to be an experiment in neo-classicism (I guess this heady term has seldom before been applied to a motion picture) in the sense that it revives old forms, and also in the sense that it makes no attempt to involve the audience in the emotional vicissitudes of the characters. Since the film form, by its very nature, tends to drag one in and almost automatically induce an emotional identification, it may well be that Renoir is also being boldly wrong-headed. At any rate, my impression is that there are certainly some cross purposes working in "The Golden Coach."

What we have in the picture is essentially fantasy. The action begins on a stage. A play has come to its climax and the actors have frozen into immobility. The camera then moves in to explore at close range what has happened on the stage. The barriers of the proscenium are removed and the action of the play becomes, for the time being, life. The players involve themselves in dilemmas and predicaments; in fact some of the players are themselves actors (members of a commedia dell'arte troupe) and one of them, Camilla, now and then becomes confused as to which play she is participating in—the world of her own art, or the world of the play that Renoir is showing. What is theatre and what is real? she asks herself. At the end, for safety's sake, she chooses the world of her own illusion. Reality is too confusing for her. The final note has Camilla being asked if she misses the world beyond the stage, especially the three handsome men who have competed for her favors. "Just a little," she says. The curtain comes down, the camera moves back from the stage, and the audience of which I was a member was left in the dark until the lights went on.

I've tried to describe it with some literalness. To say the least, it is complex; to say the most, it is confusing. It's a little like opening a box to find another; upon opening that there is still another. It is a puzzle, mildly intriguing, but at the end allowing

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of no solution. Does it matter? That depends upon whether one is annoyed by the enigmatic or whether one's imagination is stimulated by it.

STILL, enough happens on the main level of the story to keep one intermittently interested—even, in spite of Mr. Renoir's intent, involved. It all takes place in an eighteenth-century Spanish colony in South America. The viceroy (Duncan Lamont) has ordered a sumptuous golden coach from Spain, and arriving on the same boat with it are the commedia dell'arte players. Camilla, in the person of Anna Magnani, then proceeds to involve herself with the viceroy, a heroic bullfighter, and a young Spanish gentleman she had met on shipboard. Her trysts with the latter had taken place on shipboard right in the golden coach, and she had grown fond of the vehicle, not to mention the gentleman. The viceroy gives her the coach as a love-offering, an action that outrages a council of Spanish nobles. In the midst of the consequent turmoil the bishop of the church steps in and settles the dispute. Camilla, he announces, has generously donated the coach to the church. What does it all mean? Perhaps there are symbolic meanings. I must report that I didn't get them.

And this is where I must regretfully say that "The Golden Coach" strikes me as being largely an exercise, this in spite of laudable contributions by the cast, the set designers and costumers, and the color photographer. Miss Magnani's performance is always vivid and striking. She has opportunities to speak in both English and Italian; and, while heavily accented, her English is reasonably assured. The commedia dell'arte sequences are not as charming, surprisingly enough, as those seen in M-G-M's "Scaramouche" of a couple of seasons back, but the court scenes do have a lush splendor, which is highlighted by the poverty-stricken life of the surrounding town. There is also some humor, of an elegant kind, in Renoir's script. It's an unusual movie, an expensive and consequently a brave one to make (the filming was done in Italy, and it thus becomes the first Italian Technicolor venture), but it's all too coldly intellectual in its effects. Unfortunately, when one decides to create from the terminology of esthetics, so to speak, it is likely that artifice is the result rather than art. "Grand Illusion," always simple, human, and moving, was real and it was artistic; "The Golden Coach," glittering and ornate, is largely empty and artificial. It is to be hoped that Mr. Renoir appreciates the distinction. —HOLLIS ALPERT.

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TV AND RADIO

Washington, A.C.–D.C.

THE NEW YORK TIMES recently carried an interesting account of what went on behind the scenes in preparation for President Eisenhower's two important television appearances—(1) the fifteen-minute Monday night commercial advertising his (2) Thursday afternoon State of the Union message before the Congress.

The White House staff, we are told, was augmented with advertising, public-relations, and Hollywood consultants to help establish contact with the voters through this newest of mass communications media. The preparation compared quite favorably to the chaos that goes into putting on a weekly run-of-the-mill television program.

The scripts; the rewrites; the teleprompter installed over the cameras so that the President could read his Monday night speech and yet appear to be speaking directly to the anxious citizens assembled in their living rooms; the special platform constructed in the chamber of the House so that when he read from his script the glare of the television lights would not bounce off his famous bald pate; the make-up girl who was sent over by CBS to dust with pancake makeup the face and head of the President; the party leaders, acting as directors, who advised him on the Monday night show to make full use of his friendly grin.

All these were there.

The President had some hard selling to do. His sponsors would be watching in the forty-eight states, and the hucksters gave it all their know-how to make certain the option would be picked up. The impact of television has been evaluated as three times that of radio.

Every move, every emphasis, every facial expression are as carefully noted as every spoken word. History is recorded on the spot in sight and sound not only for the present but for all posterity to see and hear.

Television comes a little late. The almost casual preparation for historic messages of a bygone day would have sent any TV producer scurrying around the corner of NBC to Hurley's Bar. With a slight anachronistic change of scene we set up our cameras for a remote telecast from the spot where another message is about to be delivered.

It's another Thursday. The date is November 19, 1863. Video men, audio men, directors, advisors huddle around Cemetery Hill, shouting at the fifteen thousand who have come to witness the telecast to keep off the cables and stand back from the cameras. The cameramen are setting up their shots for the speakers. The director comes briskly forward.

"MR. PRESIDENT, you'll open up on camera two, that's this one. We're picking up Mr. Everett on camera one. When the red light comes on on camera two you can start your speech. Then we'll cut to a profile after we set up camera one—the red light will light on this one. You'll stand about here. Oh, I'll take that shawl, Mr. President."

"Well, there's a chill in the air and I—"

"But you're not going to do the show in that shawl, are you?"

"Yes, I am."

"Well I wish we'd have known—we could have had costume send one over. I'm afraid the lights are going to pick up all that fuzz around it. Oh, by the way, I'll get the make-up girl. We ought to trim that beard a little. It's kinda straggly and it might—"

"Oh, this is quite all right."

"But, Mr. President, this is television. At least we can touch up that right cheek. That mole is going to look like—"

"No, no, young man. It will be all right."

"But, Mr. President, you know you're following Mr. Everett. He's going to look quite distinguished with that white hair and that—oh, before I forget—your speech."

"My speech?"

"Yes, I'll have the boys run it off for the teleprompter. You can look right into the camera and read it, and it'll look like you're talking to the folks at home."

"No. I'll manage with this."

"With that! You're not going to read it off that envelope, are you?"

"Well, I had planned—"

"Okay, Mr. President. But Mr. Everett will steal the show. They'll come away talking about him. They'll little note nor long remember anybody else."

—GOODMAN ACE.

Spark That Confronts the Sun

By Helen Hoyt

AND yet this earth-fire—
So faint, so perishable—
This little human flame,
Sprung of perverse seed, fitful and frail—
This spark of the earth dares know itself for a god;
Defies its own mortality,
Hurling itself where comets go, confronting the sun.

Born in a day and cut down in a day,
Eating of its own being for increase,
Powerless before its own wild power,
Improvident, wilful—
Having no strict paths on which to go,
Having no fixed obediences,
Recurring and punctual like the moon's for guidance—

Bound by no steadfast orbit,
No tensions, such as narrow the majesty of the sun,
Meeken the stars—
Over and over devouring itself in futile, beautiful deaths,
Apexes of desperate conflagration—

This earth-spark, this transience,
So pitiful and tenuous of life—
Has burned with ardors hot as the sun's fiercest blaze;
Lucidities of anguish and exaltation
Keener than beam of star;
Candors that would shatter the sun and stars;
That no withered moon's tranquility
Has borne in its cold bosom!

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Adventure

Continued from page 20

sure of the solidity of "the ground beneath our feet." The crust of the earth is only a thin shell, always in danger of being broken by the vitreous fluid that rises to terrific temperatures and even more terrific pressures.

Man cannot take any counteraction against an earthquake, a tidal wave, or a volcanic eruption, Tazieff concludes. But today we have two scientific aids with which to fight these "cunning monsters"—foresight and speed. With modern seismographs, microphones, magnetic balance, gravimeters, and spectroscopes, we can foresee most volcanic eruptions. "A volcano that is carefully watched cannot take us by surprise," said the explorer. "We are even able to forecast the violence of the eruption we will have." Scientific laboratories set up on Vesuvius, in Hawaii, and on Kamchatka, as well as well-equipped stations in Japan and in the East Indies, have practical systems for evacuation warnings. Haroun Tazieff's recommendation: "Once the cataclysm has been foreseen, nothing should prevent us from using air-lifts, originally devised and perfected for quite different purposes," to save human beings from the deadly showers of molten rock and streams of red-hot lava from "a great dozing monster" that has yawned and reawakened to its perilous pursuit.

Misplaced Cibola

***"The Rivers Ran East," by Leonard Clark** (Funk & Wagnalls. 366 pp. $5), tells of a trip to the upper Amazon where, the author says, he found "the seven lost cities" for which Coronado hunted. Earl Parker Hanson, our reviewer, is professor of geography at the University of Delaware and author of "New World Emerging."*

By Earl Parker Hanson

LEONARD CLARK has done much adventurous traveling in many remote parts of the world. In Lima, Peru, he obtained an old "treasure map" showing the location of seven colonial treasure cities on or near the upper Amazon (or Marañon), above Iquitos, above the Pongo de Manseriche—which he here calls Menseriche. Engagingly, but with insufficient scholarship (explorers are seldom scholars) he advances the thesis that this map gives the true location, not only of fabled Eldorado, but also of the Seven Cities of Cibola, for which Coronado searched in our Southwest. Admirably, without fanfare, impressive funds, or burdensome equipment, he started over the Andes with Iquitos as his first objective. His adventures en route are the most exciting (and least understandable) part of this exciting narrative.

He chose the longest, wildest, and most strenuous route, somewhat disdainful of earlier "explorers" who took the easier Piches Trail (he calls it Pichis), and apparently unaware of those who would today, destination Iquitos, use air transport or the trans-mountain "Tingo María" automobile highway to Pucallpa—a place which he reached with considerable difficulty and peril. I am willing to accept (and in part because it makes excellent reading) Clark's description of the absolute savage wildness of the Perene and Tambo Rivers which led to the Ucayali; I will not accept his exciting descriptions of wildness everywhere else—as though the oil companies had not for thirty years scoured that country, as though our mutual friends Raymond Russell and Charlie Simmons (he calls the latter Simmonds) had not been among those hundreds who have in recent decades covered most of it for various investigational purposes.

IT IS nevertheless true that the things that happened to Clark can happen in a country within a relatively few miles of where men are planning a multi-million dollar oil development. His descriptions of slavery in the Peruvian bush, of savage Indians, of witch-doctors' mumbo jumbo, of the positive in Indian medicine, of high adventure among aborigines, of travel by canoe and raft, of animal life, are valid and excellent contributions to the literature on that part of the world and hold the reader spellbound. His appendices on dangerous snakes, pharmaceuticals, etc.,

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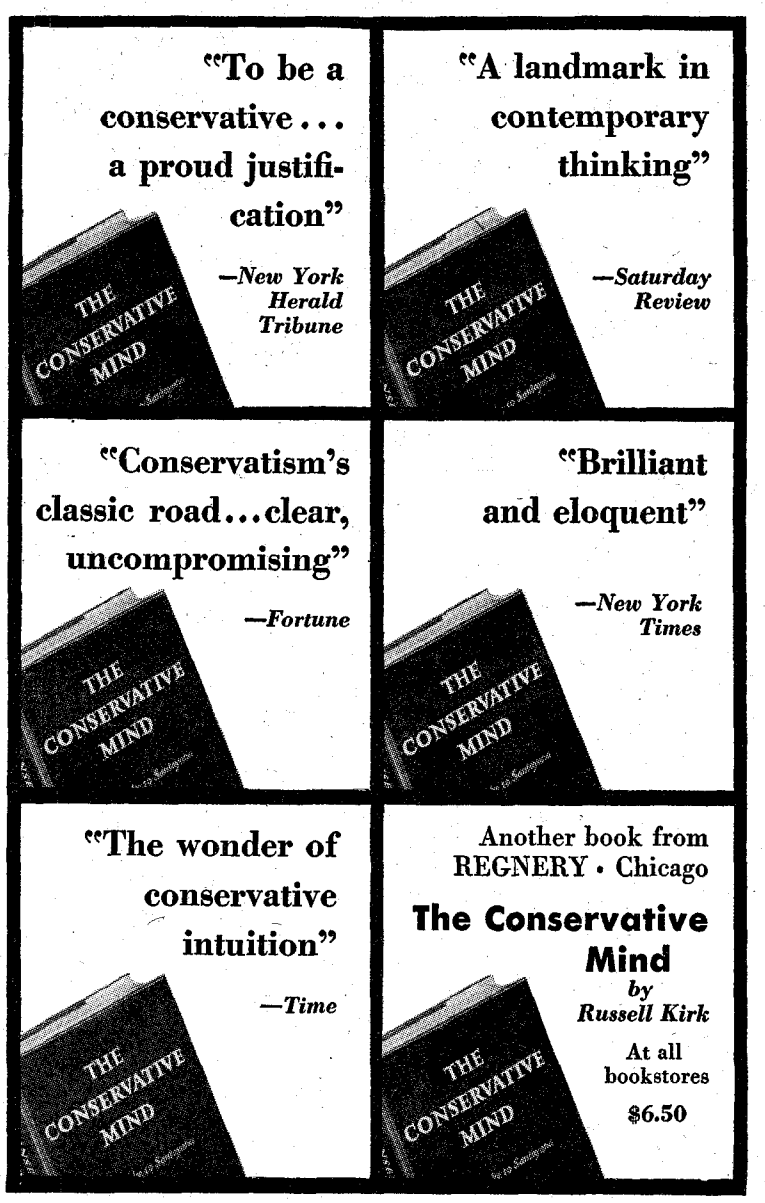

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are good even if not quite as original as he claims. His "discoveries" re the arrow poison curare, for instance, have been made again and again for four centuries; I made them myself on the Orinoco in 1931.

In Iquitos he outfitted for work on the upper river, joined by a photogenic lady whose name was Inez. His trip by river-launch and barge to Barranca made me wonder about my own exactly similar trip in 1932; I had not realized then how bad and perilous the trip was, how beset by savage head-hunters, or how disagreeable Barranca was. Still, my memory may be bad, and Clark's account does make exciting reading. He and Inez were two in a centuries-long line of men, including oil geologists and rubber explorers, who negotiated the Pongo the Manseriche, that great gorge through which the Amazon rushes out of the Andes to the alluvial plain. They located six of the seven "cities" on his map; evidently they had been placer mining locations in Spanish colonial days, and hardly cities at all. They washed for gold in the rivers, found a good deal, and had trouble in bringing it out.

While I repeat that it is a thrilling story, I simply don't believe that at least two of the "cities," those immediately above and below the Pongo, haven't been well known all along to local inhabitants, passing travelers, and many others. The editors, too, should have taken greater pains. While Clark may be right in his spelling of many Spanish words as opposed to mine (as for instance in saying *patróne* instead of *patrón*), much of his Spanish is definitely wrong.

An Atlantic Duet

***"Sopranino," by Patrick Ellam and Colin Mudie** (W. W. Norton. 288 pp. $3.75), reports on a jaunt from England to New York in a sailboat just nineteen feet eight inches long.*

By Carl Wall

TO VENTURE an Atlantic passage in a miniature sailboat with an overall length of nineteen feet, eight inches seems like a rather hare-brained way to commit suicide—about on a par with dropping over Niagara Falls in a vinegar barrel.

But the way Patrick Ellam, a young Londoner, and Colin Mudie, a Scottish naval architect, went about it this seemingly madcap adventure was transformed to a cool-headed, scientific experiment. No sea voyage in history, not even the maiden crossing of the *United States*, could have been more meticulously planned and executed, than the 10,000-mile jaunt of Ellam's tiny sailing craft *Sopranino* from England to New York over the ancient route of the trade winds. It was a job of precision sailing and seamanship that should make every small-boat sailor in the world lift his glass and dip his colors in salute.

After World War II, in which he had served as captain in the Royal Artillery, Ellam, who spent every possible weekend sailing and racing small boats off the English coast, began searching for something quite revolutionary in small sailing craft. "I had decided . . ." he writes, "to produce a boat the size and weight of a dinghy, but modified so that it would be really safe at sea in any weather while retaining the dinghy's high speed and maneuverability. I believed that such a boat would be so light that it would ride right over the waves like a ping-pong ball without suffering any harm."

After weeks of consultation with expert designers the job of building *Sopranino* was given to Wooten Brothers of Cookham Dene on the Thames, who had been building racing dinghies for generations. But they had never built anything quite like this. On the drawing board she looked like a toy submarine. Her first requirement was that she should be absolutely unsinkable. So the canny architects specified fitting her with Onazote, a rubbery material with a lift of sixty pounds per cubic foot. *Sopranino* carried enough of this to float her 410-pound hull, plus her crew, keel, gear, stores—and reserve of 250 pounds.

"Even if she were filled with water and crushed into a ball," writes Ellam proudly, "she would always continue to float."

Self-righting qualities were also built in by designing *Sopranino* almost circular amidships, and fitting her with a fin keel mounted with a lead bulb. Even if she were tipped upside down the center of gravity would always be above the center of buoyancy.

The after hatch was bedded on rubber, to be screwed tight at sea. The cockpit was a watertight box. Mast and rigging were designed to stand the strain of a complete roll-over with all sail up. There were literally hundreds of other details to insure her seaworthiness. "It may be reasonably said," Ellam observes, "that she was one of the safest vessels of any kind that has ever floated on the sea."

But the intriguing fact remains that she was only nineteen feet, eight inches, and that she was decidedly on the experimental side.

In the summer of 1951, after cruises across the Channel to France and Spain, Ellam had dinner with Colin Mudie, who had made the detail drawings for *Sopranino*. As Ellam

Your Literary I. Q.

Conducted by John T. Winterich

"IN THUNDER, LIGHTNING, OR IN RAIN"

Ned Beatty Bartlow of Baton Rouge, Louisiana, has assembled twenty titles all concerned with meteorological phenomena, sort of. She asks you to name the authors. On a basis of five points for each correct answer, a score of sixty is slightly overcast, sixty-five to eighty clearing, and eighty-five or better not a cloud in the sky. Answers on page 70.

1. "Heat Lightning"
2. "Typhoon"
3. "Autumn Thunder"
4. "Mortal Storm"
5. "Winds of Morning"
6. "Live with Lightning"
7. "Thunder on the Left"
8. "When the Rains Came"
9. "South Wind"
10. "Shipwrecked"
11. "The Wind in the Willows"
12. "The Cruel Sea"
13. "Rain"
14. "Fogs of Doubt"
15. "The Sea Around Us"
16. "Lightnin' "
17. "The Deluge"
18. "God Without Thunder"
19. "Gone With the Wind"
20. "Summer Lightning"

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tells it, it was a highly British evening:

"Finally I said quite casually, 'I have decided to sail *Sopranino* across the Atlantic Ocean to America. Will you come?'

"He looked at me for a moment. 'Yes'."

The preparations of Ellam and Mudie for their voyage in the midget make entertaining reading. They went to their dentists for a checkup, even consulted a physician as to the proper procedure in case of appendicitis. At the Royal Zoological Society they were warned not to tantalize sharks by spilling blood overboard or allowing shadows to fall on the water. Off Trinidad, the RZS man said, they might run into anacondas, fifty feet long, which could easily swallow a man whole. And then there was the giant octopus, measuring some eighty feet in width, that frequently surfaced at night, and amused itself by grappling with small boats.

But, somehow, *Sopranino* and her two-man crew eluded the octopi, the anacondas, and the whip sharks, ran away from hurricanes, ducked waterspouts off the Cuban coast, and successfully planed across 10,000 miles of ocean. The passage from England to Florida took only 100 days of actual sailing. During a reconditioning layover in Barbados the voyagers "got in quite a bit of sailing." "Sailing inshore," observes Mudie, "is quite dif-

FRASER YOUNG'S LITERARY CRYPT NO. 553

A cryptogram is writing in cipher. Every letter is part of a code that remains constant throughout the puzzle. Answer No. 553 will be found in the next issue.

EYMIPNVOVBX SEG ZI

YIODPVZIY EO NWI ODVIBDI

RJ EPPIONVBX NWI WKSEB

VBNITTVXIBDI TRBX

IBRKXW NR XIN SRBIG

JPRS VN.—ONIQWIB

TIEDRDU.

Answer to Literary Crypt No. 552

It annoys many when I talk about blue eyes but any man who ever amounted to a damn in history had them.—Arthur Brisbane.

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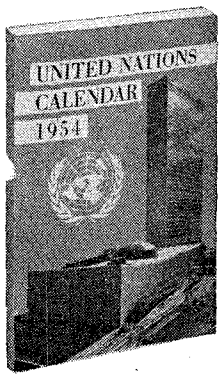

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ferent from ocean cruising and was one of the normal things of life that we had found ourselves missing."

All in all, *Sopranino* is a gay, charming yarn which should help many an icebound small-boat skipper endure the gray winter hours.

Adventure Notes

JUNGLE JIM AGAIN: That noblest *sahib* of them all, Jim Corbett, unburdens himself of more memoirs about India and hunting in his fourth and in some ways his finest book, **"Jungle Lore"** (Oxford University Press, $2.50). Colonel Corbett, now in his seventy-eighth year and living in Africa, reminisces mellowly about boyhood in the province of Kumaon and, in his beautifully clear and unassuming English, offers a wealth of description about the flora and fauna of his old stalking grounds. Corbett is less the hunter here—although there are good shooting episodes, too—than he is the naturalist. One remarkable chapter in which he takes the reader for a spring morning's walk through a forest in the Himalayan foothills is pure Edwin Way Teale. Well, not *pure* Teale. Corbett is too original a writer to be classified as a copy, even of Teale, and an Indian forest has its own accents. However, there is rewarding material here not only for old Corbett fans, but for those uninitiated who may have the impression he is only another one of that long line of white hunters who somehow manage to make an exciting pastime sound as boring as a game of parcheesi.

—J. M. FLAGLER.

MAYHEM AFLOAT: Some of the bloodiest and most mysterious crimes in history have been committed at sea, and writers in search of ready-made sensations have been astounding the effete landlubber with such tales for generations. Louis B. Davidson and Eddie Doherty make another such attempt in **"Strange Crimes at Sea"** (Crowell, $3.95), a lively compilation of the doings of men like the romantic pirate Lafitte of New Orleans, the cruel but able Captain Bligh, and the hundreds of abused Russian seamen who took over the battleship *Potemkin* and held her for several days in 1905. Because the authors have tried conscientiously to squeeze every last drop of blood out of their material, their tales are all action and very little strangeness. What mystery they convey is mostly due to the fact that they seem totally unconcerned with the motivations of their seagoing felons. The result is a colorful but sometimes confused chronicle.

—THOMAS E. COONEY.

Just Published

MANY of the books described below, which cannot be reviewed in this issue because of limitations of space, will be given more extended treatment in early numbers.

THE AMERICAN SEXUAL TRAGEDY. By Albert Ellis. Twayne Publishers. $4.50. An examination of the present sexual mores in this country by a practising psychoanalyst and marriage consultant.

BANDOOLA. By J. H. Williams. Doubleday & Co. $3.50. A companion volume to "Elephant Bill" (1950), which tells the story of the elephant Bandoola and Po Toke, his trainer from youth, who resolves that he will revolt against the heretofore cruel methods of training elephants that have held sway in Burma.

THE BLUE CHIP. By Ysabel Rennie. Harper & Bros. $3.50. A kind of smaller-sized "Nostromo," if you will, about a copper mine in the Far West at the end of the nineteenth century. It manages to eat those who operate it, as Conrad's mine did, and the story is told through the eyes of a nine-year-old, named Thomas Parker, who was on the premises at the time.

CALIFORNIA IN THE MAKING. By Rockwell D. Hunt. The Caxton Printers. $6. A collection of twenty-three essays on California's history, development, and culture, starting in 1846 and coming down to 1952, by an eminent teacher in, and resident of, that coltish state.

CAPTAIN OF THE MEDICI. By John J. Pugh. Little, Brown & Co. $3.75. Historical fiction about a captain of the Medicis in Renaissance Florence.

CHURCHILL—BY HIS CONTEMPORARIES. Edited by Charles Eade. Simon & Schuster. $5. Churchill the man, the writer, the politician, the statesman, the orator, the bulldog, the painter, the worker, the husband, the strategist, by some forty hands, of both sexes.

A CONCISE HISTORY OF THE LAW OF NATIONS. By Arthur Nussbaum. The Macmillan Co. $5. A completely revised edition of a highly regarded history of international law that starts with the relationships between two early Mesopotamian cities and ends with the legal concepts in the workings of the U. N.

THE DILEMMA OF CHURCH AND STATE. By G. Elson Ruff. Muhlenberg Press. $1.50. A short look at the present relations between church and state in this country, by the editor of *The Lutheran*, who believes the schism may have grown too wide.

DOCTOR AT SEA. By Richard Gordon. Harcourt, Brace & Co. $3. More memoirs from the author of "Doctor in the House." These recount his experiences as ship's doctor for the *Lotus*, a cargo carrier out of England awash in gin, with a captain whose mornings are morbid, and a seagoing appendectomy.

ERNEST THOMPSON SETON'S AMERICA. Edited by Farida A. Wiley. The Devin-Adair Co. $5. A couple of dozen cordsworth of selections from the writings of the great English-American naturalist. Included is material from his "Lives of Game Animals," his campfire Indian legends, the stories "Lobo" and "Krag," and some material previously unpublished in book form. There are many of his illustrations, too.

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THE GREAT WAR FOR THE EMPIRE: The Culmination, 1760-1763. By Lawrence Henry Gipson. Alfred A. Knopf. $7.50. Volume VIII of Professor Gipson's monumental "The British Empire Before the American Revolution." This is also the third and concluding volume which deals explicitly with the French and Indian War.

THE HEAD AND HEART OF THOMAS JEFFERSON. By John Dos Passos. Doubleday & Co. $5. A biography, of sorts, about Thomas Jefferson that ends midway in Washington's Administration, by the cinemascopic novelist.

THE IMPOSTER. By Noel B. Gerson. Doubleday & Co. $3.95. Some cutlasses and muskets concerning the doings of a lateseventeenth-century gunsmith, Jeremy Stone, who postures as the nephew of the Governor General of the Colony of Trinidad, has a hand in a conspiracy against the Crown, and redeems himself in a battle and an ensuing earthquake.

INDIGO BEND. By Alice Walworth Graham. Doubleday & Co. $3.95. Magnolias in the mud in postbellum Natchez, including a mortgaged farm, unhappy love, a Yankee sharpwhistle, and the moonlight whisper of crinoline.

THE JOKER. By Jean Malaquais. Translated by Herma Briffault. Doubleday & Co. $3.95. A French novel, or parable, about a cosmetic salesman who suddenly finds that he has lost his identity: his wife vanishes, his friends no longer know him, his job disappears. He regains himself through the understanding of one woman, and of a cat named Solomon.

LAST CLEAR CHANCE. By Burke Wilkinson. Little, Brown & Co. $3. A big glass of escape juice, containing some skulduggeries in the Pentagon, a British adventurer of Fuchsian loyalty, a bifsteak over the hero's eye, and a ride to nowhere in a Russian submarine.

LUCREZIA BORGIA. By Maria Bellonci. Translated by Bernard Wall. Harcourt, Brace & Co. $5. The first English edition of an already highly praised biography written by a well-known Italian writer about the Theda Bara of the Italian Renaissance.

THE MAN FROM THE "TURKISH SLAVE." By Victor Canning. William Morrow & Co. $3. A yeasty ragout about a Cornishman on the trail of some jewel smugglers, who operate via the good ship *Turkish Slave*, an island off the coast of Brazil, a fetching native maiden, and a healing tidal wave.

ONE WAY TO ELDORADO. By Hollister Noble. Doubleday & Co. $3.50. A meller, by the author of "Woman With a Sword" (1948), about a mountain pass in the West during a great blizzard, the Great Western Railroad, which runs through the pass, and its president, a man who has devoted his life to railroading.

ORCHIDS AND SALAMI. By Eva Gabor. Doubleday & Co. $2.75. An autobubblophy by one of the zoomy Gabor sisters, which chronicles life in old Budapest, arrival in England, a marriage, the road to Hollywood and "B" pictures, and her present success in New York as a landlord, TV personality, and fashion magpie.

SAYONARA. By James A. Michener. Random House. $3. A novel, with plenty to say about officialdom and its antics, centered around a West Point major and Korean war ace, his Japanese girl friend, a narrow-headed general, a friend and his Japanese wife, and Japan as it was during the U.S. occupation.

THE SPARE ROOM. By Nelia Gardner White. Viking Press. $3. A quiet novel about a small New England town, and three of its inhabitants: a stranger, a district nurse, and a war widow.

STAY ON, STRANGER! By William S. Dutton. Farrar, Straus & Young. $1.75. A biography of Alice Lloyd, who is now almost eighty, and who years ago went into the backwater area of Eastern Kentucky to help found Caney Junior College, which was actually built by the illiterates of the area so that their children could learn to read and write.

STUDIES IN CHINESE THOUGHT. Edited by Arthur F. Wright. University of Chicago Press. $4. A collection of nine essays on the understanding of Chinese thought, by such eminent hands in the field as Derk Bodde, I. A. Richards, Schuyler Cammann, and Achilles Fang.

THUNDER IN THE HEART. By John Lee Weldon. Random House. $3. A novel about a Birmingham waitress who doubles as a prostitute by night.

—W. B. D.

THE TRIUMPH OF THE TREE. By John Stewart Collis. William Morrow & Co. $3.50. A kind of history of and love letter to the tree, from the first sprout that broke the rock eons ago to the present where the tree has become something of a rarity, and there is an ever-pressing need for its conservation.

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Fiction

Continued from page 17

lages. The people, freed from the fear of gendarmes, have become rapacious. Any traveler is suspect as a germ carrier and is in danger of being thrown into quarantine, or robbed and murdered.

Angelo will escape that fate. He is a Piedmontese colonel of Hussars, twenty-five years old, handsome, fearless, who had escaped from his native land after killing a man in a duel. He encounters the plague in Upper Provence, fights his way through road blocks and lines of soldiers, eludes quarantines, nobly assists a nun who was conscientiously washing corpses to make them neat for resurrection. The contagion spares him. But, hunted by a panicky mob in Manosque, he saves his skin through escaping to the roofs.

Roofs are uncomfortable; swallows peck at him when he tries to sleep; hunger drives him to slip down chimneys. He lands in a room where a beautiful lady watches this man from the moon arrive, starved and shaggy. He is even more intimidated than she is, and, after a hearty meal, takes back to his roofs, and eventually to the road. There he meets his benefactress, arrested by angry villagers.

Both flee together, always behaving with the utmost dignity. Their hair-raising adventures recall picaresque novels of old, but their tone remains noble and even precious throughout; they relish the thrill of their adventures, do not waste their pity on the dying and the dead, sleep in the woods, feed on maize, boiled tea, and an occasional broiled chicken. At the very end the young woman falls ill. Angelo rubs her body tirelessly, fights off the benumbing disease, nurses her, cleans her, all in the open country, and she recovers. Only then does she shift from *vous* to *tu* and their pure comradeship assumes a restrained tenderness. The colonel of Hussars escorts her to her home and to her husband. She was the Marquise Pauline de Théus, married to a man forty-five years older and in love with her husband, who was also surrounded with the halo of having killed a man, honorably. Another novel as yet untranslated, "Angelo," will follow up their subsequent adventures and the progress of affection in their hearts.

Historians might cavil at an historical novel which does not always respect historical accuracy. Devotees of Stendhal might be annoyed at a book which reads almost like a Stendhalian pastiche. Angelo acts, thinks, loves (or rather conceals love under respect and admiration), talks to himself very much like Fabrice in "The Charterhouse of Parma." The plasticity of Giono, who once did the "Odyssey" over again and now gives a sequel to Stendhal's novels, is amazing and not a little disturbing. But the scruples of the surly reader are soon silenced by the zest in life, the joyful *élan*, the foolhardiness pleasantly tinged with irony of one of the most cheerful novels written by a Frenchman in the last ten or fifteen years.

Notes

TV ALLEY: In Alfred Bestor's **"Who He?"** (Dial Press, $3.50) television and psychosis meet in the person of Jake Lennox, a TV writer whose personality is rapidly under the pressures of his work. Mr. Bestor knows his ground well, has a fine talent for caricature, and uses his skills to produce a frighteningly authoritative picture of entertainment's newest nightmare alley. As Lennox is shown stumbling through his highly paid chores the reader is introduced to the gallery of predatory types who inhabit Lennox's special world: the gibberish-speaking network executive, the cretinous producer, the grand-larcenous agent, and other gamey specimens. Jake Lennox's problem (or one of them, at least) is that of keeping himself from coming unstuck in the pressure-cooker atmosphere in which he works. As Mr. Bestor characterizes him, Lennox is poorly integrated to begin with, and his interior conflicts finally prove too much for him. He comes apart in a burst of insane humor that is horrendous and yet grotesquely funny.

When Mr. Bestor is taking a long look at the television business he is caustically effective. When he leaves the satire at which he is so deft and indulges in psychological melodrama his novel loses some of its credibility. In spite of its unevenness, though, "Who He?" offers some edifying and highly absorbing moments. It is certainly the most definitive handbook on the television mania that this reader has yet seen.

—Martin Levin.

TROUBLE IN PARADISE: The Reverend Thomas Lewis was one of a group of English missionaries who arrived in Tahiti in 1797, about three decades after Captain Cook had first set foot on the tropic island. **"Tropic of Doubt"** (Westminister Press, $3.50) is Susanne McConnaughey's brooding account of Lewis's losing battle to merge his own Calvinist way of life with the more flexible morality of the islanders. According to Mrs. Connaughey, the bare circumstances of Lewis's life on Tahiti are to be found in missionary records of the time: the young clergyman left the fold to live with a Polynesian girl, was excommunicated, and met with a violent death.

Under the warm tropic sun the Englishman's conscience thawed to the extent of his admiring some of the Elysian features of native life. Lewis respected what he thought was the tolerance of the islanders, and their freedom from the corruptions of civilization. The process of his gradual disillusionment forms the most intriguing section of "Tropic of Doubt." A closer inspection of Tahitian society revealed it to be more complex than he imagined; he found it to contain murderous intrigues, corruptions all its own, and a cheerful amorality that baffled his attempts to proselytize. Mrs. McConnaughey makes Lewis's ordeal into a fine tale. —M. L.

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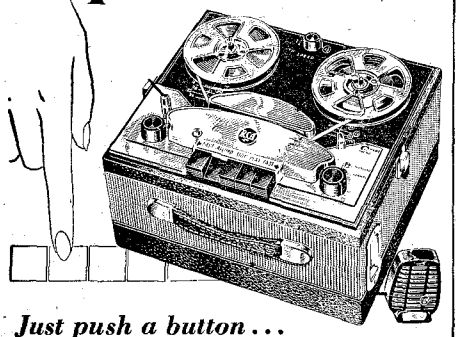

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Maugham at Eighty

Continued from page 14

lished in 1919, was a great success with the public which reads for curiosity; it was the real beginning of belief in Mr. Maugham as an original writer. Though still branded as "popular," he was seen to have a personal approach to life; and as the Post-Impressionists had hitherto been regarded as peculiarly the property of advanced culture, this novel about Gauguin did much to suggest that if only Mr. Maugham had understood the art of the novel he might have done something excellent in that form. At the time, according to my interpretation of "The Summing Up," Mr. Maugham communicated to a celebrated critic what he thought were possible claims to esteem. The critic stated those claims in an article for which Mr. Maugham expressed little gratitude in "The Summing Up."

GLORY was not yet to arrive In 1921 Abel Chevalley's "Le Roman Anglais de Notre Temps" merely named "Liza of Lambeth" while giving extended attention to several writers younger than Mr. Maugham (including myself); in 1925 Virginia Woolf, attacking such seniors as Bennett, Wells, and Galsworthy, whose work she described as "already a little chill," listed as the only significant novelists of the time James Joyce, E. M. Forster, Lytton Strachey, D. H. Lawrence, and T. S. Eliot. She did not mention Mr. Maugham. Even in its revised edition of 1930 the "History of English Literature," by Legouis and Cazamion, brushed him off with dozens of lesser men, while Mr. A. C. Ward's "Twentieth Century Literature" (third edition, 1930) confined itself to unenthusiastic references to Mr. Maugham's plays. The same author's "The Nineteen Twenties" (also published in 1930) made no reference to him at all.

LITERARY I.Q. ANSWERS

1. Helen Hull. 2. Joseph Conrad. 3. Robert Wilder. 4. Phyllis Bottome. 5. H. L. Davis. 6. Mitchell Wilson 7. Christopher Morley. 8. Louis Bromfield. 9. Norman Douglas. 10. Graham Greene. 11. Kenneth Grahame. 12. Nicholas Monsarrat. 13. John Colton and Clemence Randolph (from Somerset Maugham's short story "Miss Thompson"). 14. Christianna Brand. 15. Rachel Carson. 16. Winchell Smith and Frank Bacon. 17. David Graham Phillips. 18. John Crowe Ransom. 19. Margaret Mitchell. 20. P. G. Wodehouse.

Nevertheless, "The Moon and Sixpence" had been observed. So, in the theatre, had "The Circle," which was produced in 1921. Neither could wholly please those who confused professional authorship with prostitution, or those who thought success incompatible with quality; but outside the narrow world of what Arnold Bennett used ironically to call "the elite" a stir of interest and admiration could be discovered. It was to deepen and spread.

It deepened especially because, having written a few short stories in young manhood, and having noticed that people were making some fuss over a Russian writer named Chekhov whom he thought inferior to Guy de Maupassant, Mr. Maugham caught a sudden glimpse of the field in which his greatest triumphs have been gained.

Previous volumes of stories had enjoyed success; "Ashenden" proved unique. The stories in this book introduced Mr. Maugham himself; they were consummately told; critics, having unbent to them, were forced to read on with admiration. They talked among themselves. Having learned the word "escapism" from Freud or others, and having a useful cliché about "mere stories," they could not deny that Mr. Maugham had seen something of the world which was communicated in "Ashenden." The book was thus neither pure escapism nor in any respect what Daisy Ashford had called "mere." It remained correct to patronize Mr. Maugham as one who had in youth taken the wrong turning; but patronage was colored by admiration.

When "Ashenden" was followed by "Cakes and Ale," an astringent novel in which the two chief characters were recognized as having been drawn with exquisite malice, in one case particularly from a living model familiar to all critics, Mr. Maugham for the first time became an important writer in their eyes. Within a year or so of its publication both John Galsworthy and Arnold Bennett were dead; Shaw had retired to the country; Wells had lost his force. By 1935, when I wrote a book called "The Georgian Literary Scene," it was natural to include Mr. Maugham, however partially and inadequately, as a serious writer.

The literary fashion was already changing. It changed still more rapidly when war came again, and when the problem of living in a world

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half destroyed and soon likely to be made a waste appalled those who survived. When Shaw and Wells proclaimed the sins of Victorian England they spoke for the Edwardian conscience; theirs were the plays and novels of ideas. Galsworthy, with his accounts of breeding and ill-breeding, class, race, and justice, carried this work towards practical humanitarianism. Bennett showed, as none of the others did, the working of time on society and human nature. Since Mr. Maugham's interest was rather in the follies and pretenses of individuals, and he carried the almost Gilbertian flippancy of Wilde into situations made familiar by Jones and Pinero, he could not hope, and did not hope, to be taken seriously as a social critic. He was amused; he had nothing to offer men and women to whom Shaw was a prophet.

NOR, since his early plays and novels followed conventional designs, could he win admiration from Henry James or Edward Garnett, for whom Turgeniev was the great master of fiction and form, and what James called "the refinements and ecstasies of method" were the sole justifications of the novel. "In my twenties," Mr. Maugham has written, "the critics said I was brutal; in my thirties they said I was flippant, in my forties they said I was cynical, and now in my sixties they say I am superficial." They said all these things. Were they wrong to say them?

It was Mr. Maugham himself who said, also in "The Summing Up," "I am not my brother's keeper." He said: "I do not seek to persuade anybody"; and these two remarks show why he could not enjoy the suffrages of the ethical and political schools. I have already quoted an explanation of his method of tale-telling round the cavern fire. In explanation of a later failure he said, further:

> The intelligent critics, the more serious novel readers, have since then given most of their attention to the writers who seemed to offer something new in technique, and this is very comprehensible, for the novelties they presented gave a sort of freshness to well-worn material and were a fruitful matter of discussion.

Now in Mr. Maugham's case the technique was in novels undistinguished by novelty. He several times used the comfortable method of Kipling and the early Henry James of explaining from the wings; and in "Cakes and Ale," which followed "Ashenden," it was Mr. Maugham who appeared in the stories as knowing whatever was to be known. He showed the characters in action; he did not intensively study their mental processes. But Virginia Woolf, James Joyce, T. S. Eliot were all delving within—Mrs. Woolf with the poetic vagueness of one to whom sensitive impressions and memories were a delightful jumble making up conscious-

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Title and Author	Crime, Place, and Sleuth	Summing Up	Verdict
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THE CASE OF THE GREEN-EYED SISTER *Erle Stanley Gardner* (Morrow: $2.75)	That old smoothie Perry Mason tangles with So. Cal. cops, sour-puss DA, siren client.	Tape-recordings and related gadgets have big part in this one.	Four over par
ANOTHER MAN'S LIFE *Matthew Head* (Simon & Schuster: $2.50)	Aging upstate NY egghead autobiographs career that produced violent deaths.	Lots of long words, dearth of dialogue and action.	Pretentious
THE WAIKIKI WIDOW *Juanita Sheridan* (Crime Club: $2.75)	Honolulu café society ponders death of Chinese escapee; NY trip elucidates.	Ladies have big edge in kaleidoscopic, smoothly handled yarn.	Nice dish of tea
THE CASE OF THE WELL-DRESSED CORPSE *Greer Gay* (Pageant: $2.50)	Reno gal aroused by plunk of corpse in bedroom (hers); no wonder all the !!!!!	Heroine and lawyer boyfriend try to outsmart cops and do, of course.	Damnably confusing

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ness, Joyce with sharp, destructive, egocentric humor and a passion for the manipulation of language as music, Mr. Eliot as a despairing conscience seeking to lose individual man in metaphysics. Mr. Maugham found all such manifestations distasteful:

> Of the other experiments that have been made the most important is the use of the stream of thought. Writers have always been attracted by the philosophers who had an emotional value and who were not too hard to understand. They were taken in turn by Schopenhauer, Nietszche, and Bergson. It was inevitable that psychoanalysis should captivate their fancy.

He did not want to psychoanalyse those whom he met in his travels and brought to bock. They were simple.

> On taking thought it seemed to me that I must aim at lucidity, simplicity, and euphony. I have put these three qualities in the order of the importance I assigned to them.

Lucidity, then, was his lifelong aim. It is not a quality much comprehended by youth. Nor is the quality of detachment. Until quite recently, therefore, young men and women, especially those who were proud of their intelligence and intellectual learning, read Mr. Maugham without feeling any need to extol him.

To the metaphysical school of Mr. Eliot, however, has succeeded a generation which learned fatalism in the last very destructive war. This war affected not only soldiers; it came into every home as a daily, nightly threat of obliteration. It was everywhere, and incessant. It left whole populations shaken, and perhaps impatient of the abstract. Mr. Maugham to the newer generation represents something outside the daily; but he does not represent escape from the real. He represents something lucid, something to be understood and enjoyed. "I have a clear and logical brain, but not a very subtle nor a very powerful one." That is exactly what intelligent people now need in an author. At the age of eighty Mr. Maugham for the first time enjoys a popular admiration so great that critical admiration cannot resist it.

How long this state of affairs will last I do not know. Nor does Mr. Maugham. That his estimate is lucid and ironic cannot be questioned.

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By Doris Nash Wortman

DEFINITIONS	WORDS
A. Dickens's word for the apparition, "the ghost of Mrs. Gamp."	176 116 1 70 174
B. Prone to laughter.	143 154 152 128 80 109 114 99
C. Bad diction.	150 120 84 40 14 169 48 153 166
D. Wedding.	149 163 88 16 93 131 118 51
E. Art of describing or mapping a particular region.	39 95 49 6 75 100 164 119 27 68 134
F. Shifty.	175 155 177 126 32 141 69
G. Medical term for a morbid condition left as the result of disease.	37 98 108 168 58 162 113 179
H. Febrile, impassioned.	161 121 57 142 82 5 60 122
I. Hero of a still highly popular Verdi opera, 1871.	97 102 54 160 158 35 59
J. A North American capital.	41 33 23 78 12 17
K. To whisper.	91 171 167 15 62 133 105 94 3
L. Describing a ship with two propellers, one right-handed, one left-handed (comp.).	146 92 21 172 64 178 165 156 29
M. Describing the child whom King Lear found it "sharper than a serpent's tooth" to own.	147 2 89 76 61 140 159 9 117

DEFINITIONS	WORDS
N. Special woollen fabric, in heather colors, from the Hebrides (2 wds.).	85 28 79 101 72 7 34 47 111 24 107
O. Stresses, accents.	148 124 63 130 19 103 55 30
P. Shows delight or affection by crouching, wagging the tail, etc. (said of dogs, etc.).	4 56 127 10 157
Q. Put for safekeeping in the interior of a country.	145 25 173 53 83 112
R. Typical genus of toucans.	36 86 144 125 45 135 74 65 11 138
S. Small, sand-loving lizard.	18 20 139 115 31
T. Formerly used to indicate inch-widths.	90 52 123 73 77 104
U. Long wooden bench whose seat was a chestcover; the old "hymnbook bench."	42 110 129 22 170 46
V. German physicist and chemist, 1864-1941; awarded 1920 Nobel Prize for Chemistry, 1921.	151 81 71 136 13 8
W. Quality of difference; peculiarity.	66 50 137 106 96 132 43
X. One English horsepower equals 746 such.	87 38 44 67 26

DIRECTIONS

To solve this puzzle you must guess twenty-odd WORDS, the definitions of which are given in the column headed DEFINITIONS. Alongside each definition, there is a row of dashes—one for each letter in the required word. When you have guessed a word, write it on the dashes, and also write each letter in the corresponding numbered square of the puzzle diagram. . . . When the squares are all filled in, you will find that you have completed a quotation from some published work. If read up and down, the letters in the diagram have no meaning. . . . Black squares indicate ends of words; if there is no black square at the right side of the diagram, the word carries over to the next line. . . . When all the WORDS are filled in, their initial letters spell the name of the author and the title of the piece from which the quotation has been taken. Of great help to the solver are this acrostic feature and the relative shapes of words in the diagram as they develop.

Authority for spellings and definitions is Webster's New International Dictionary, Second Edition.

1 A	2 M	3 K	■	4 P	5 H	6 E	7 N	8 V	■	9 M	10 P	11 R	12 J	■	13 V	14 C
15 K	16 D	■	17 J	18 S	■	19 O	■	20 S	21 L	22 U	23 J	24 N	25 Q	26 X	■	27 E
28 N	29 L	■	30 O	31 S	32 F	33 J	34 N	35 I	36 R	37 G	■	38 X	39 E	40 C	41 J	42 U
43 W	■	44 X	45 R	46 U	■	47 N	48 C	49 E	50 W	51 D	52 T	53 Q	54 I	■	55 O	56 P
57 H	58 G	59 I	■	60 H	61 M	62 K	63 O	64 L	■	65 R	66 W	■	67 X	68 E	69 F	■
70 A	71 V	72 N	73 T	74 R	75 E	76 M	■	77 T	78 J	79 N	80 B	81 V	82 H	83 Q	84 C	■
85 N	86 R	87 X	■	88 D	89 M	90 T	91 K	■	92 L	93 D	94 K	95 E	96 W	97 I	98 G	99 B
■	100 E	101 N	102 I	103 O	104 T	■	105 K	106 W	107 N	■	108 G	109 B	110 U	111 N	112 Q	■
113 G	114 B	115 S	116 A	117 M	■	118 D	119 E	120 C	121 H	■	122 H	123 T	124 O	125 R	126 F	■
127 P	128 B	129 U	130 O	■	131 D	■	132 W	133 K	134 E	■	135 R	136 V	137 W	■	138 R	139 S
140 M	141 F	142 H	143 B	■	144 R	145 Q	146 L	147 M	148 O	149 D	■	150 C	151 V	152 B	■	153 C
154 B	155 F	156 L	157 P	■	158 I	159 M	■	160 I	■	161 H	162 G	163 D	164 E	165 L	166 C	■
167 K	168 G	169 C	170 U	■	171 K	172 L	■	173 Q	174 A	175 F	■	176 A	177 F	178 L	179 G	■

Solution of last week's Double-Crostic will be found on page 16 of this issue.

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General Clay

answers the questions everybody is asking about

RADIO FREE EUROPE

General Lucius D. Clay, former U. S. Military Governor in Germany, and leader of the Berlin Airlift, was first Chairman of the Crusade for Freedom.

General Lucius D. Clay answers nine vital questions about an organization which needs your dollars and your support—Radio Free Europe.

RFE is important to *you* and to millions of freedom-loving people behind the Iron Curtain, *who are our first line of defense against Soviet aggression.* General Clay tells why:

Q. What is "Radio Free Europe"?

A. Actually, it is 6 stations in Western Europe broadcasting TRUTH through the "Iron Curtain" to the people of 6 captive countries in their own tongues and in the voices of their own known and trusted exiles.

Q. What is the difference between Radio Free Europe and the Voice of America?

A. The Voice of America is run and paid for by the Government. Radio Free Europe is operated as an independent American enterprise by a committee of private citizens. It is *people* talking to *people*—Poles telling the truth to Poles, Czechs and Slovaks telling the truth to Czechs and Slovaks, etc. It is not bound by diplomatic limitations.

The Voice of America broadcasts to many countries and can only devote a limited amount of time each day to any one country. But Radio Free Europe's "Voice of Free Czechoslovakia," for example, broadcasts about 20 hours each day to Czechoslovakia alone.

Q. Who supports Radio Free Europe?

A. Millions of American citizens like yourself, through voluntary contributions of millions of dollars! More than 1,000 carefully screened people man the stations. The management is American, but the staff is largely composed of editors, reporters, teachers, clergymen and entertainers who have come from behind the Iron Curtain.

Q. What countries does Radio Free Europe reach?

A. Czechoslovakia, Poland, Romania, Bulgaria, Hungary, and Albania with a total of 70,000,000 population.

Q. How does Radio Free Europe get its news?

A. Radio Free Europe monitors most Communist broadcasts. Every program is analyzed by nationals of the captive countries who *know the truth.* Voluminous information from many sources is compiled and evaluated constantly by exiled experts. New exiles bring out new truth daily—and they bring it to RFE.

Q. Are more transmitters needed?

A. Yes. More transmitters and still more transmitters are needed now to let truth speak louder than ever to those captive people. Transmitters in new locations are needed too—as added insurance that this "Voice of Freedom" will never be stilled. Each new transmitter insures a new listening position on a captive radio dial.

Q. How much is needed now?

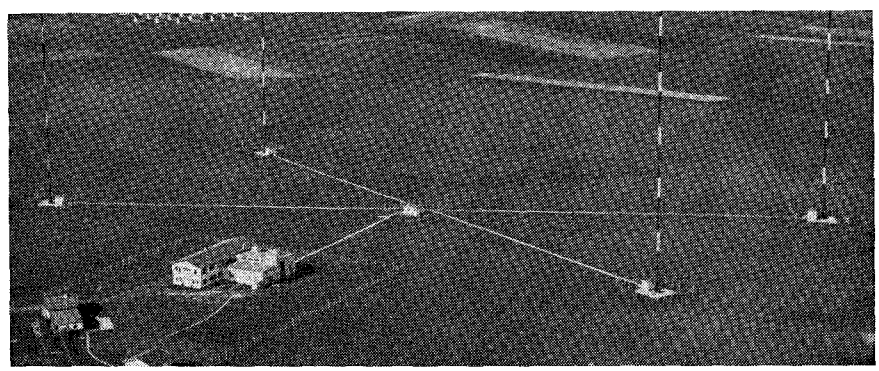
A. At least $10,000,000. But, as important as the money, the WIDEST POSSIBLE PARTICIPATION—to communicate the truest possible feeling of FRIENDSHIP FROM MILLIONS OF AMERICANS.

Q. How much should one individual give?

A. All he can . . . A "truth dollar" is suggested. Mail it to "Crusade for Freedom," c/o your local Postmaster.

Q. Why is Radio Free Europe so important to me?

A. Because it is devoted to the single most important job in the world—to help keep World War III from happening. If 70,000,000 people in the six Iron Curtain countries continue to resist Soviet tyranny, the Kremlin is kept off balance in one of the most strategically sensitive areas in the world.



This transmitter at Holzkirchen, Germany, is the largest of Radio Free Europe's 21 outlets. It has brought protests from angry Communists in Czechoslovakia where it is beamed 20 hours a day.

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MMS-9	**MOZART: Piano Concerto No. 20 in D Minor.** Frank Pelleg, pianist; Musica Masterpiece Symphony Orchestra; Walter Goehr, conductor.
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MMS-16	**TCHAIKOVSKY: Symphony No. 4 in F Minor.** Netherlands Philharmonic Orchestra; Walter Goehr, conductor.
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MMS-28	**BRAHMS: Symphony No. 3 in F Major.** Zurich Tonhalle Orchestra; Otto Ackermann, conductor.
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